

America Downtown®

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Shawnee

Downtown

Action

Agenda

2000



National League of Cities

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May 16, 2000

The Honorable Chris Harden, Mayor,
and Shawnee City Commissioners
City of Shawnee
16 West Ninth Street
Shawnee, Oklahoma 74801

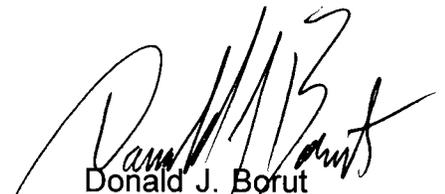
Dear Mayor Harden and
City Commissioners:

It is with great pleasure that we submit to you this Action Agenda for the rebirth of Downtown Shawnee. We commend you for your concern regarding the revitalization of Downtown Shawnee and for providing the leadership necessary to focus attention on this issue.

The **Shawnee Downtown Action Agenda 2000** is based on your community's shared vision for Downtown Shawnee and on the market-driven steps necessary to get you there. A strong, private-public partnership will be key to the success of your efforts. This **Shawnee Downtown Action Agenda** is meant to guide all of the partners participating in the rebirth of Downtown Shawnee.

We salute your commitment to making Shawnee a healthier and more vital community and offer our continued support of your efforts.

Sincerely,



Donald J. Borut
Executive Director
National League of Cities



Doyle G. Hyett
Chairman
HyettPalma, Inc.



Dolores P. Palma
President
HyettPalma, Inc.



National League of Cities
1301 Pennsylvania Avenue, NW
Washington, DC 20004

HyettPalma

1600 Prince Street, Suite 110
Alexandria, Virginia 22314

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Introduction

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I. INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities.

The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies -- working in partnership with local business owners, property owners and concerned citizens -- in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities. The purpose of limiting the number of communities that could participate in the pilot was to ensure quality service delivery to the participating cities. In addition, the pilot required the local governing body in each participating city to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. This was done with the assistance of local officials from the eleven pilot communities. Based on the evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled *AMERICA DOWNTOWN® -- NEW THINKING. NEW LIFE.*



America Downtown® -- New Thinking. New Life. was structured to provide the help local officials need to reverse their Downtown's cycle of decline and help it evolve to a brighter future. The program brings together the political insight of the National League of Cities and the Downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else.

America Downtown® -- New Thinking. New Life. provides direct, hands-on help to city officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. Shawnee has become a member of this new Downtown program. The program's strengths are built on the following convictions.

- The assistance provided is implementation-oriented -- not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.
- The recommendations made for each Downtown are pragmatic -- tailored to local resources so that they can be realistically implemented.
- The solutions offered are success-oriented -- designed to improve each Downtown's economy so that the results are long-lasting.
- The on-site assistance is inclusive -- providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

In addition, each community participating in the program is offered a safety net in the form of the *Government Official's Network*. This is a roundtable held each year during NLC's Congress of Cities and moderated by HyettPalma. The Government Officials Network is open only to cities that have participated in *America Downtown® -- New Thinking. New Life*. In this way, the program provides a unique opportunity for peer-to-peer discussions about Downtown problems and solutions.



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Project Overview

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II. PROJECT OVERVIEW

In 2000, the Shawnee City Commission determined that a Downtown enhancement strategy was needed to further revitalize Downtown Shawnee. The ***Shawnee Downtown Action Agenda 2000*** was defined with involvement from the City government, the local business sector, and members of the community. The ***Shawnee Downtown Action Agenda 2000*** shown in the following pages incorporates the desires, preferences, and concerns expressed by the people of Shawnee for their Downtown. This local input was used as the foundation of the project.

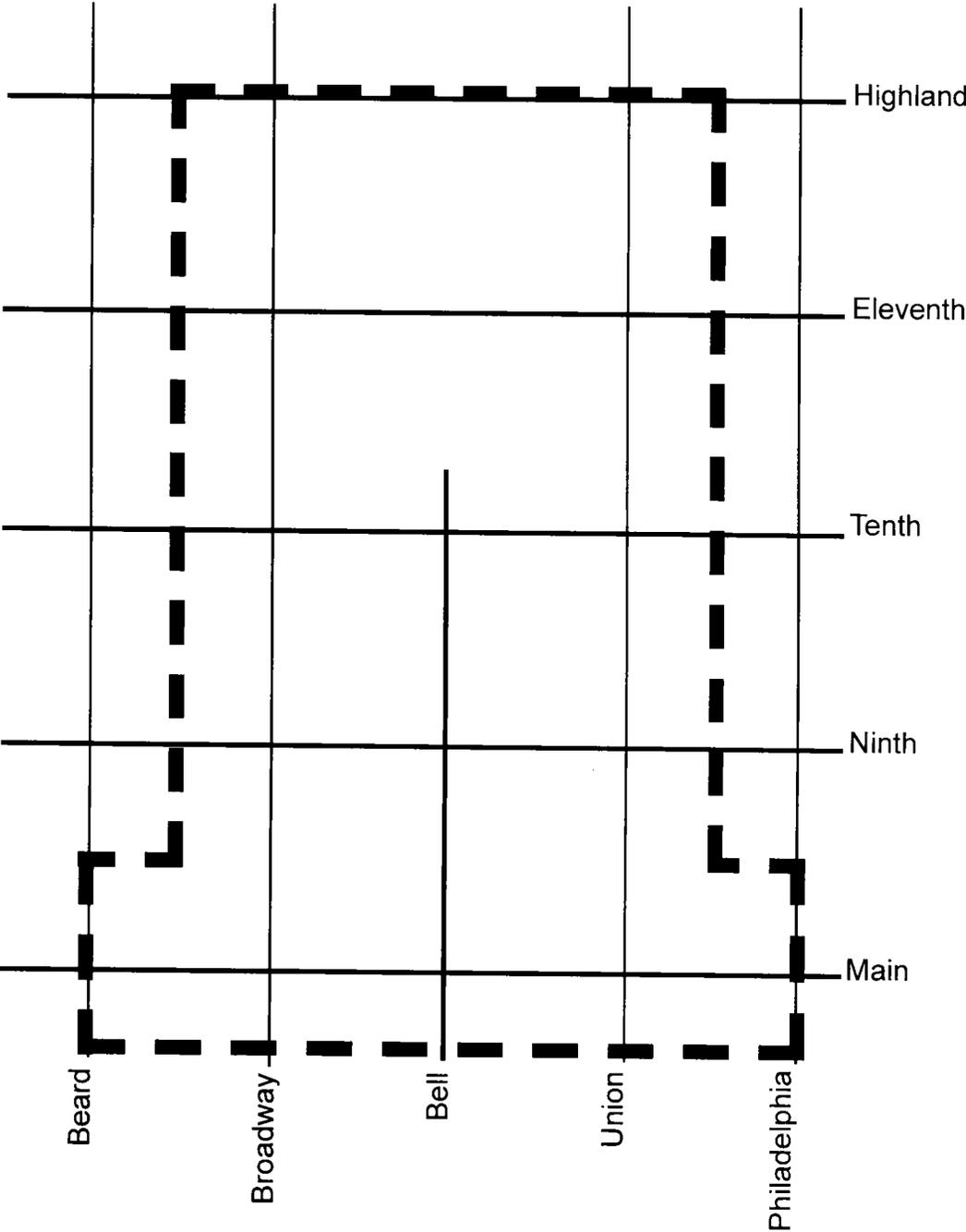
Based on the desires and concerns expressed by the people of Shawnee -- combined with a realistic analysis of Downtown's market potentials -- ***Recommended Strategies*** were defined for public and private sector implementation. The ***Recommended Strategies*** are meant to enable Downtown Shawnee to reach the vision defined locally, to overcome the key issues it faces, and capture the identified market potentials. The ***Recommended Strategies*** are divided into two parts -- a ***Development Framework*** and a ***Course of Action***. Both are contained in this document along with a suggested implementation sequence.

Finally, this document contains advice regarding a private-public partnership. This is the vehicle that would be responsible for implementing the recommended ***Development Framework*** and ***Course of Action*** in a timely and quality manner.

A map of Downtown Shawnee, as defined for this project, is shown on the following page. It must be noted that this area is considered as **Phase One** of the Downtown enhancement effort.



Downtown Shawnee



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Executive Summary

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III. EXECUTIVE SUMMARY

The ***Shawnee Downtown Action Agenda 2000*** was defined by HyettPalma, Inc., and is based on:

- Discussions held with many members of both the private and public sectors of Shawnee;
- Data collected by the City's staff;
- The results of a retail, office, and housing market analysis completed for Downtown; and
- The professional and technical expertise of HyettPalma, Inc.

A summary of the ***Shawnee Downtown Action Agenda 2000*** appears below.

Downtown Shawnee Today

Two surveys were conducted as a part of this project to gauge the health of Downtown Shawnee as perceived locally. These were a survey of owners and managers of businesses located in the project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

- ***Use of Downtown***

Residents of Downtown's primary trade area reported coming to Downtown with considerable frequency -- just over two-thirds (67%) said they come Downtown between 1 and 7 times a week.

- ***Purpose of Trips***

When asked why they currently come to Downtown Shawnee, residents mentioned a wide variety of reasons -- with no single reason cited overwhelmingly. The top four reasons mentioned for Downtown trips were:

- Shopping (cited by 18% of residents);

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- Post office (17%);
- Eating in restaurants (13%); and
- Work (12%).

- ***Shopping Area of Choice***

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. Not surprisingly, 60% of residents said they do most of their shopping at the Shawnee Mall.

- ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time. Five characteristics were rated "good" by a majority of residents. Seven were rated "good" by a majority of business owners. And, residents and business owners agreed on four of those characteristics.

The four characteristics rated "good" by both a majority of residents and a majority of business owners were:

- Helpfulness of salespeople (67% residents, 76% business owners);
- Knowledge of salespeople (52% residents, 58% business owners);
- Quality of service businesses (52% residents, 75% business owners); and
- Feeling of safety (51% residents, 53% business owners).

- ***Downtown Improvements***

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time. Seven improvements were rated "very important" by a majority of residents and six received this rating from a majority of business owners.



Residents and business owners agreed on three of these improvements, as follows:

- Recruit additional retail businesses (86% residents, 79% business owners);
- Increase the variety of retail goods (83% residents, 63% business owners); and
- Improve the appearance of Downtown buildings (58% residents, 73% business owners).

Downtown Shawnee Tomorrow

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Shawnee -- as it would ideally exist in the year 2007. Those participating in the sessions said that, by the year 2007, Downtown Shawnee would have the following image.

***A wonderful, friendly place
that makes our children
proud to be a member of the community.***

***A historic Downtown with
restored buildings that retain their historic character --
the roots of our community all started here.***

***A Downtown that is
alive, beautiful, busy and prosperous,
and that offers lots to do --
where you can relax,
walk from shop to shop to shop,
and get all your Christmas shopping done in one day!***

***A Downtown that is known for its customer service,
friendly attitudes and
clean and safe atmosphere.***



***Where our ethnic diversity is celebrated
in food, art, and culture.***

***A place you want to bring your kids and families,
bring your friends,
and return again and again --
a Downtown that gets Shawnee ranked among the
Best Small Towns in America!***

Downtown Retail Market Opportunities

Taking steps to further enhance Downtown Shawnee, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to support the development of between approximately 21,000 and 37,000 net square feet of additional retail space by the year 2007 -- which could include expansions or sales increases by existing Downtown Shawnee retail businesses and/or the construction of some limited amount of new retail space.

Downtown Office Market Opportunities

It is estimated that approximately 35,000 to 50,000 square feet of additional office space could potentially be supported in Downtown Shawnee between now and the year 2007. This represents an increase in demand based on both the expected continued enhancement of the area and an anticipated increase in area households during the same time period.

Downtown Housing Market Opportunities

Every effort should be made, consistent with the implementation of the overall Downtown enhancement program, to introduce more quality, market-rate housing in Downtown Shawnee, particularly:

- Market-rate loft housing developed in the upper floors of appropriate existing multi-story buildings;
- Affordable senior housing in the old Aldridge Hotel building; and



- Medium density, market-rate housing developed as garden and townhouse units at the edges of the current Downtown boundary.

Recommended Strategies

The ***Shawnee Downtown Action Agenda 2000*** contains two sets of Recommended Strategies:

- A ***Development Framework*** which should be used to direct and manage Downtown's future character; and
- A ***Course of Action*** which should be implemented -- by both the private and public sectors -- to create the best possible future for Downtown Shawnee.

Both are summarized below.

Development Framework

The following ***Development Framework*** should be used to ensure Downtown's future as an economically vibrant commercial area with great appeal to local residents, area-wide patrons, and area-wide visitors.

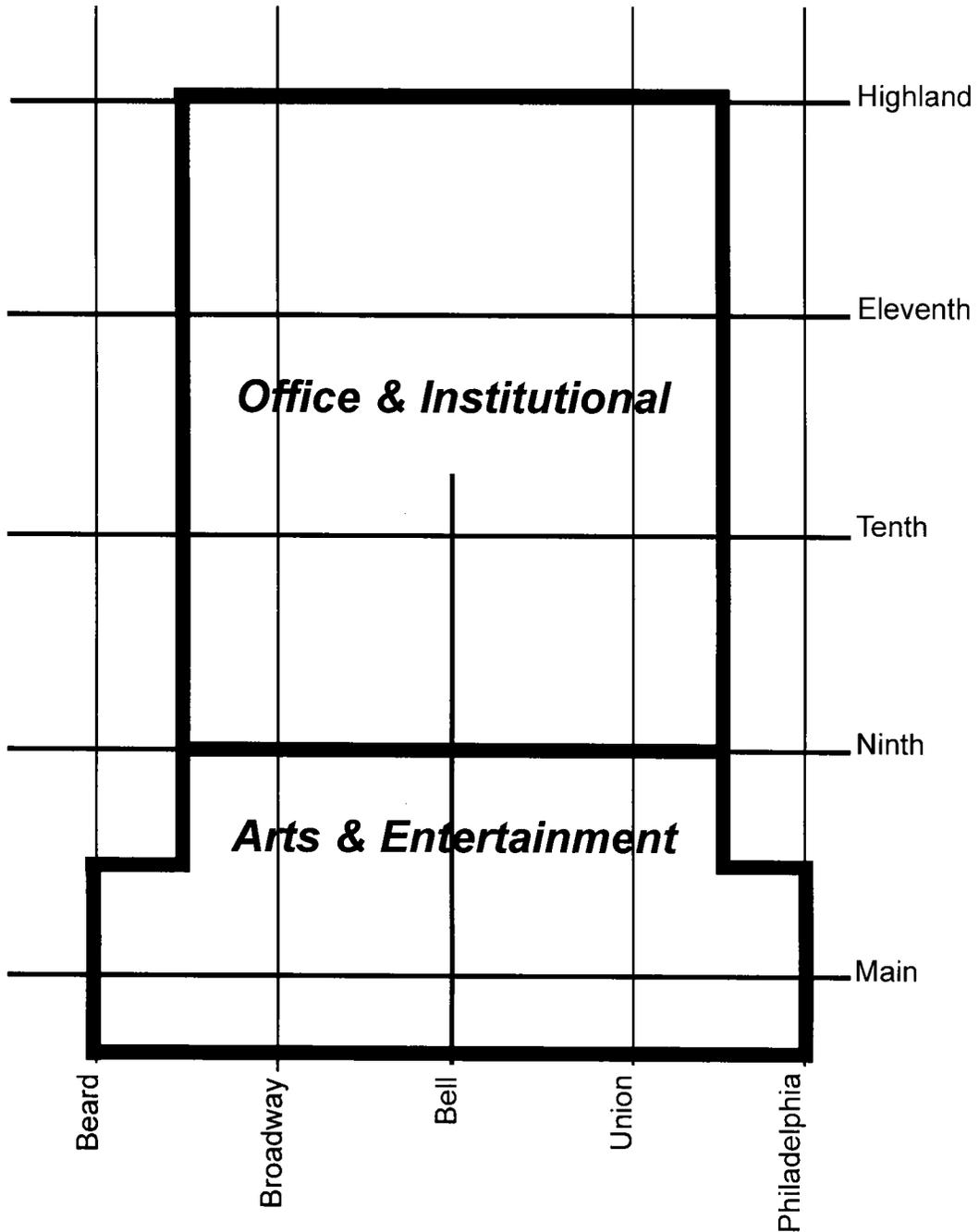
Districts

Through the enhancement effort, Downtown Shawnee should be reinvented to include the following two districts, which are shown on the map on the following page.

- ***Arts & Entertainment District***

The Arts & Entertainment District should be created as the major destination area within Downtown Shawnee -- for both area residents and visitors. This district should be comprised of a cluster of first-floor art, entertainment, and cultural venues that are augmented by specialty retail and food establishments. Where appropriate, offices and housing should be placed in the upper stories of existing buildings.

Downtown Shawnee Districts



• ***Office & Institutional District***

The beginnings of an Office & Institutional District are in place to the north of the recommended Arts & Entertainment District. The Office & Institutional District should be strengthened by clustering professional office, finance, government, church, and other service/institutional uses in this area. Housing -- placed in the upper floors of appropriate existing buildings and developed as garden and townhouse units at the edges of the current Downtown boundary -- would also be appropriate uses in this district.

Economic Orientation

The overall economic orientation of Downtown Shawnee should be:

***A mixed-use and multi-functional Downtown
that appeals to, serves, and attracts
both area residents and visitors.***

Housing

A concerted effort should be made to stimulate the creation of the maximum number of housing units in the upper floors of buildings throughout the Downtown project area.

Antiques

A number of Downtown's antique establishments do not keep regular or full-time or "as posted" business hours. This situation must be rectified by:

- Encouraging the owners of Downtown's antique businesses to keep regular, full-time, as-posted business hours;
- Clustering businesses that choose not to keep regular hours in the east Main Street area, outside of the current project area boundaries; and
- Encouraging property owners to rent first floor spaces only to businesses that keep regular, full-time business hours.

Anchors

The opportunity exists to further strengthen Downtown's anchors and to create additional anchors within Downtown, as follows.

• **The Aldridge**

Efforts should continue to support the "Aldridge Senior Housing Project" which is being spearheaded by the Central Oklahoma Community Action Agency. This would be an appropriate use for the upper floors of the Aldridge, with office/retail uses on the first floor.

• **The Ritz**

Steps are currently being taken to transfer this structure from private ownership to ownership by Downtown Shawnee, Inc. Everything about the Ritz must stress quality -- quality in the structure itself, its performances, its management, its staffing, and its marketing. And, this quality can only be achieved by raising sufficient funds for both construction capital and an operating endowment.

• **The Sears Building**

The City should consider putting the structure on the market. The goal of doing so would be to:

- Get the property into the hands of a private owner;
- Fill the structure with uses recommended in the **Action Agenda** for buildings located in the Arts & Entertainment District; and
- Allow the building to once again serve as a Downtown anchor of quality.

• **The Masonic Building**

Efforts should be made to turn the Masonic Building into a Downtown anchor. This should entail:

- Ensuring that the structure is fully occupied at the earliest possible date;

- Filling the upper floors with market rate, loft apartments and offices; and
- Tenanting the first floor with retail, food, and art establishments.

- ***The Federal National Bank Building***

The owner of this structure should be supported in their efforts to renovate and tenant this significant Downtown structure in a manner of high quality.

- ***Woodland Park***

Woodland Park could become a major Downtown anchor if the following minor improvements were made.

- Woodland Park should be revamped as part of the Downtown streetscape improvement plan, discussed later in this document.
- In making Woodland Park a Downtown anchor, emphasis should be placed on use of the park for passive recreation and as a community gathering place.
- Immediate steps should be taken to increase the public's feeling of safety in the park. At a minimum, these steps should include increasing police presence in the park, increasing lighting levels, and getting the word out to the public that these improvements have been made.

- ***Farmers Market***

The Downtown farmers market should remain in Downtown and, over time, be expanded in any way possible.

Entrances

Broadway is currently an exceptionally attractive entranceway into Downtown Shawnee which gives one a very positive first impression of the City and of Downtown. Therefore, signs should be erected which route motorists from I-40 to Downtown via Broadway.



Focus Area

The enhancement effort should be focused in the Arts & Entertainment District until significant visual and economic improvements have been realized in this area.

Course of Action

The following **Course of Action** should be implemented, by both the private and public sectors, to attain the community's vision for Downtown Shawnee and to capture the economic opportunities identified in the Downtown market analysis.

City Actions

The City of Shawnee should implement the following actions, geared to improving Downtown's business climate. And, these actions should be implemented simultaneously with those recommended for implementation by Downtown Shawnee, Inc.

Streetscape and Beautification

The following recommendations, aimed at streetscape improvements and beautification of Downtown, will have a major impact on improving Downtown's business climate and will create a more attractive environment for private sector investment.

- **Streetscape Plan**

An overall streetscape improvement plan should be defined for the Downtown project area.

- **Streetscape Elements**

The streetscape improvement plan should include the following elements:

- Sidewalks -- a uniform design should be determined so that all sidewalks in the Downtown project area are of compatible design and materials;

- Landscaping -- that adds color to Downtown's sidewalks on a year-round basis and that includes an irrigation system so that landscaping is well-maintained year-round;
 - Landscaping of Downtown's public parking lots;
 - Trees -- that are appropriate for an urban environment and that are used to replace Downtown's current trees;
 - Street lights -- that are "historic" in design and pedestrian-oriented in scale;
 - Brick streets -- maintaining Downtown's brick streets and removing the inappropriate patching of these streets;
 - Benches and trash receptacles -- that are of a design that "fits" with the pedestrian-scale street lights recommended above; and
 - Undergrounding of utility wires, if at all possible.
- **Maintenance**
Once completed, Downtown's streetscape should be maintained on a regular and on-going basis to ensure that it remains visually appealing and inviting.
 - **Vacant Lot**
The vacant lot located at the corner of Main and Broadway should be made more visually attractive. Consideration should be given to accomplishing this by adding landscaping, a fountain, and benches to the lot.

Public Safety

This is a key issue and basic need which must be addressed in order to improve Downtown's business climate.

• ***Community-Based Policing***

The City's community-based policing efforts should be supported as they relate to Downtown Shawnee. These efforts include plans to start a Downtown bike patrol and to re-introduce foot patrol to Downtown.

• ***Augmentation***

In addition to the planned bike and foot patrols, consideration should be given to augmenting police presence in the Downtown project area.

• ***Safety Audit***

In order to address Downtown safety problems -- and dispel inaccurate perceptions -- consideration should be given to conducting a Downtown safety audit, working in cooperation with the City's Police Department.

Traffic and Parking

The following actions should be taken to address the issue of Downtown parking and to route traffic to Downtown.

• ***Parking***

The following steps should be taken to make Downtown's current parking supply as user-friendly and as available to the buying public as possible.

- Downtown's public parking lots should be landscaped and well-lit to make them more attractive and appealing.
- Downtown employees and business owners should use public parking lots and not park in on-street spaces.
- Currently, the City does not aggressively enforce parking time limits. As Downtown patronage increases, the City must be urged to enforce parking time limits on a regular and full-time basis. This will



be important to free on-street spaces for use by Downtown's customers.

- ***Signage***

A "wayfinding system" should be created to direct motorists to Downtown and to Downtown's attractions.

Property Improvements

The City should create the following incentives in order to attract quality investors to Downtown Shawnee.

- ***Facade Study***

A facade study should be conducted for the Downtown project area. The facade study should be completed by a qualified, experienced preservation architect.

- ***Design Guidelines***

As a conclusion to the facade study, design guidelines should be created for the Downtown project area.

- ***Design Assistance***

The City should retain a qualified preservation architect -- having extensive experience in commercial districts -- to provide preliminary design assistance to Downtown business and building owners.

- ***Preservation Ordinance***

Consideration is being given to requesting the City to adopt an ordinance that would allow it to create local historic districts. However, it is questionable as to whether the timing is right to create a local historic district in Downtown. This can only be decided through discussions with Downtown property owners -- to determine if a majority would support creation of a local historic district. If this support is present, then the district should be created. If not, then it is advisable to encourage property owners to use the facade study and design guidelines (discussed above) on a voluntary basis. And, ideally, property owners will come to realize the value of appropriate exterior improvements and will support the creation of a local historic district in Downtown, in time.

- ***Condition of Downtown's Residential Property***

All housing located in Downtown should be appropriately maintained. Therefore, the City should ensure, through code enforcement, that all Downtown housing is safe for occupancy.

Ordinances

To improve Downtown's business climate -- and to spur investor confidence in Downtown -- the City government must be known as being both pro-business and pro-quality.

- ***Codes***

The City has established a task force to look into adopting flexible code standards for older structures. The City should be applauded for taking such progressive action and should be encouraged to adopt flexible codes regarding Downtown's older structures, as quickly as possible.

- ***Zoning Ordinance***

The City should review the zoning ordinance to ensure that it is compatible with the uses recommended for Downtown in the ***Development Framework***. And, if not compatible, the zoning ordinance should be revised to reflect the uses recommended for Downtown's Arts & Entertainment District and Office & Institutional District.

- ***Applications and Reviews***

The City should review all of its application and review processes to ensure that they are easy for quality investors to navigate.

Downtown Shawnee, Inc., Actions

While the City government has a responsibility to do its part in improving Downtown's business climate, the private sector has a responsibility to invest -- and reinvest -- in Downtown's properties and businesses. Therefore, while the City is taking the steps recommended above, Downtown Shawnee, Inc., must aggressively implement the recommendations shown below.

Business Retention

Downtown Shawnee -- particularly the Arts & Entertainment District -- must become a collection of quality, sought after, destination businesses.

- ***One-On-One Consultations***

Nationwide, one-on-one counseling sessions have proven to be the most effective business retention technique -- whether used to retain and strengthen small, independent Downtown businesses or to retain industry. Therefore, such sessions should be the backbone of the business retention effort in Downtown Shawnee.

- ***Windows***

Every first floor business in Downtown -- regardless of the type of business -- must have windows that are an asset to Downtown and its visual appeal. This is important for creating an overall atmosphere in Downtown that attracts consumers. However, it is especially important for Downtown business owners -- if they want their businesses to be profitable.

- ***Restrooms***

As another marketing tool -- and as a convenience to the buying public -- Downtown business owners should make their restrooms available to the public, and not simply to customers.

- ***Competitive Edge***

Downtown's businesses must establish a competitive edge in the marketplace. To accomplish this, each Downtown business must:

- Provide the "personal touch" that cannot be found at mall stores -- this means providing exceptional service and attention to customers;



- Offer a variety of products and a selection of products that is unique in the marketplace;
- Closely review the findings and recommendations of the Downtown market analysis;
- Listen to their customers -- by asking if there are particular items customers desire and cannot find in Downtown or the trade area;
- Experiment with their "buy budget" -- by taking 10% of that budget each year to buy new products, test the appeal of those products on their selling floor, and then adjust their inventory accordingly; and
- Ensure that the merchandise on their selling floor is always up-to-date and fresh.

Business Recruitment

As Downtown Shawnee becomes stronger over time, and as the merits of the economic enhancement initiative become recognized by the marketplace, the attraction and placement of appropriate businesses in Downtown Shawnee will likely be driven by private concerns -- particularly commercial real estate brokers/agents and developers. However, at the outset of the implementation of the **Shawnee Downtown Action Agenda 2000**, an aggressive effort should be made to seekout and place appropriate businesses in Downtown through a proactive business recruitment effort.

Downtown Shawnee, Inc., should assume the lead role in the recruitment and placement of appropriate businesses for Downtown Shawnee, using the comprehensive system presented in the **Action Agenda**.

• ***Initial Target Businesses and Uses***

Initially, the following types of businesses should be targeted for additional openings or expansion in Downtown Shawnee:

- Art galleries, displaying all types of art;

- Home furnishings, decorating products, electronic products, and accessories at a variety of price-points;
- Books;
- Flowers;
- Casual apparel;
- Restaurants providing evening entertainment;
- A variety of ethnic restaurants; and
- Professional service offices of all types -- as noted in the market analysis.

- ***Target Area***

Initially, consistent with the overall focused effort of the ***Shawnee Downtown Action Agenda 2000***, attention should be given to the attraction and placement of appropriate businesses in the Arts & Entertainment District -- the heart of Downtown Shawnee.

Real Estate Development

The following steps should be taken to encourage current owners -- and new owners -- to reinvest in Downtown's real estate.

- ***One-On-One Consultations***

Similar to the consultation sessions recommended as part of the business retention effort, one-on-one private consultation sessions should be held with Downtown property owners to encourage them to make needed improvements.

- ***New Owners***

Those owners not willing to make needed improvements -- or to tenant their properties appropriately -- should be encouraged to sell their properties. And, Downtown Shawnee, Inc., should assist these owners in finding buyers who will be assets to Downtown and the community.



- ***Local Investment Partnerships***

Serious consideration should be given to the formation of local investment partnerships to buy and renovate Downtown buildings -- and open businesses if deemed appropriate. Such partnerships entail a small group of local investors pooling their funds and acquiring and renovating property.

Investor Incentives

The following incentives should be created in order to induce investor confidence -- and investment -- in Downtown Shawnee.

- ***Lender Consortium***

Representatives from each of Shawnee's lending institutions -- which show an interest in more aggressive and progressive lending in Downtown -- should be asked to meet as a group. This "Lender Consortium" should be brought together to discuss the lending needs of Downtown business and property owners. Based on the findings of this discussion, and based on the findings and recommendations of this **Action Agenda**, the lenders should design and deliver, as appropriate, additional lending products designed to induce a higher level of investment in Downtown buildings and businesses.

- ***Facade and Housing Grants***

There is a need at this time to grab the attention of the investment community and entice them to invest in Downtown. And, grants are the most affective way of achieving this. Therefore, it is suggested that matching facade grants and leveraged housing grants be offered for a limited time.

- **Facade Grants** -- The City should seek funding to offer 50-50 matching facade grants for a limited time only and on a first-come, first-served basis. The matching grants should be awarded for a maximum of \$5,000 per facade.
- **Housing Grants** -- The City should seek funds to create these grants and make them available on a first-come, first-served basis -- for the first 25 market rate, quality housing units created in upper floors of Downtown buildings. Housing grants should be leveraged on a 2-

to-1 basis -- meaning that investors would be required to spend \$5,000 per housing unit in order to receive a \$2,500 grant.

- ***Demonstration Project***

Using the facade study, design guidelines, and investor incentives, a Downtown "demonstration building project" should be identified. The criteria for selecting the Downtown demonstration building should be identifying:

An owner interested in making exterior building improvements, using the facade study and design guidelines, in order to exemplify the new standards of quality being set for Downtown Shawnee.

Marketing

Several avenues have been established to market Downtown Shawnee. The following should be added to those efforts in order to create a comprehensive marketing campaign for Downtown.

- ***Special Events***

Downtown Shawnee, Inc., currently sponsors several special events that are becoming "signature" Downtown events -- growing in number of attendees and gaining in image each year. These should be continued and emphasis should be placed on:

- Limiting the number of special events held in Downtown each year so that quality events are stressed over quantity of events;
- Seeking corporate sponsors for each event -- with sponsorships more than covering the cost of each event; and
- Determining ways to turn event-goers into Downtown customers after the event is held.

- **Web Sites**

Downtown Shawnee, Inc., currently has a Web site (www.downtownshawnee.com) which is an extremely important element of a Downtown marketing campaign. Currently, it appears that the site is being used primarily to encourage visitors to the site to "shop for products and services from Downtown Shawnee." In addition, the site should be used to market Downtown, overall, as a not-to-be-missed destination.

- **Media Relations**

With the Downtown enhancement effort having a new impetus, the time has come to broaden the media coverage obtained for Downtown Shawnee. This should be done by:

- Conducting an all-out effort to create a unique image for Downtown by getting stories placed with media;
- Targeting all print and electronic media from throughout the Southeast Oklahoma region;
- Identifying a contact person at each media source; and
- Sending those contact persons story ideas -- and stories -- about Downtown and the enhancement effort, on a continual basis.

The goal of the media relations campaign should be to saturate media throughout Southeast Oklahoma with positive stories about Downtown Shawnee.

- **Downtown Brochure/Directory**

A "lure brochure" should be produced for Downtown Shawnee. The brochure should be graphically attractive, of high quality, professionally designed, and should depict the unique image being established for Downtown Shawnee.

- **Newsletter**

Downtown Shawnee, Inc., currently publishes a bi-monthly newsletter. To make the newsletter as affective as possible, consideration should be given to:



- Publishing the newsletter on a monthly basis;
- Including an update on the enhancement effort in each issue;
- Including a discussion of "what's coming next," in terms of enhancement initiatives, in each issue; and
- Devoting more space in each issue to "Downtown news" than to ads.

- **Joint Ads**

As the Arts & Entertainment District is created, businesses in that district should be encouraged to participate in joint Downtown ads.

- **Markets**

Through wide distribution of the Downtown brochure/directory, joint ads, use of the Web site, etc., the marketing campaign should "pitch" Downtown to the following markets, at a minimum:

- Downtown employees;
- Downtown residents;
- Oklahoma Baptist University students, faculty, staff, and users;
- St. Gregory's College students, faculty, staff, and users;
- Users of the farmers market;
- Users of the Expo Center;
- Visitors to the Depot Museum;
- Those attending Downtown special events;
- Those going to Downtown movies;



- Future patrons of the Ritz;
- Future users of the community center;
- Guests of area-wide lodging facilities; and
- New residents receiving a welcome packet from the Chamber of Commerce.

Partnership for Success

For Downtown Shawnee to reach its full potential, Downtown's key private and public sector leaders and constituents **must** plan together and implement together -- in partnership.

- ***Lead Role and Leadership***

Strong leadership will be necessary for the ***Shawnee Downtown Action Agenda 2000*** to be implemented in a timely manner. And, this leadership must be provided primarily by those in the private sector. It is assumed that Downtown Shawnee, Inc., will assume the lead role in spearheading implementation of the ***Shawnee Downtown Action Agenda 2000***.

- ***Board Composition***

At this time, the Downtown Shawnee, Inc., board of directors is comprised primarily of Downtown business representatives and Downtown property owners. To be able to implement the ***Shawnee Downtown Action Agenda 2000***, the board must increase its leadership and must be a true partnership of the private sector, the public sector, and the non-profit sector within Shawnee. Therefore, it is suggested that the following representatives be added to the board, as a minimum:

- The Mayor of the City of Shawnee;
- A Shawnee City Commissioner -- selected by the City Commission to represent the Commission on the board;
- The CEO of the Shawnee Area Chamber of Commerce;



- The CEO of the Convention & Visitor Bureau; and
- An individual recognized -- and respected -- as a Shawnee community leader.

- **Staffing**

Along with being leadership-driven, the enhancement effort in Downtown Shawnee must stress professionalism. Specifically, the organization's staff should be directed to spend their time implementing the recommendations in this report related to business retention, business recruitment, real estate development, and investor incentives.

- **Funding**

Along with a leadership-driven board and professional staff, adequate funding will be needed to implement the **Shawnee Downtown Action Agenda 2000**. The City of Shawnee should be recognized and commended for its annual contributions to Downtown Shawnee, Inc. And, it is hoped that the City will continue with this financial support. In addition, Downtown Shawnee, Inc., will need to raise additional capital -- beyond the current level being garnered from the private sector -- in order to retain professional staff and implement the recommendations contained in this document.

After Downtown's economy is strengthened -- and the enhancement effort yields substantial, visible results -- consideration should be given to creating a business improvement district within Downtown. This would provide a steady stream of funds with which to implement the enhancement effort.



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IV. DOWNTOWN SHAWNEE TODAY

Two surveys were conducted as a part of this project to gauge the health of Downtown Shawnee as perceived locally. These were a survey of owners and managers of businesses located in the project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

• ***Use of Downtown***

Residents of Downtown's primary trade area reported coming to Downtown with considerable frequency -- just over two-thirds (67%) said they come Downtown between 1 and 7 times a week. This frequency can be seen in the following:

- 19% said they come Downtown daily;
- 20% said they come Downtown 3 to 6 times a week; and
- 28% said they come Downtown once or twice a week.

Another 26% -- just over one-quarter of those surveyed -- reported coming to Downtown with moderate frequency -- defined as:

- From 1 to 3 times a month (22%); and
- From 6 to 11 times a year (4%).

The remaining 7% of those surveyed said they seldom come to Downtown Shawnee. These responses included:

- From 1 to 5 times a year (2%);
- Almost never (3%); and
- Never (2%).

• ***Purpose of Trips***

When asked why they currently come to Downtown Shawnee, residents mentioned a wide variety of reasons -- with no single reason cited overwhelmingly. The top four reasons mentioned for Downtown trips were:

- Shopping (cited by 18% of residents);
- Post office (17%);
- Eating in restaurants (13%); and
- Work (12%).

These four reasons accounted for 60% of residents surveyed, The remaining 40% of residents said they come to Downtown for the following reasons:

- Banking (10%);
- Government business (8%);
- Entertainment (7%);
- Service businesses (5%);
- Personal business (4%);
- Passing through (3%); and
- Other (3%) -- church, library, special events, etc.

Therefore, it can be said that Downtown Shawnee is serving trade area residents as a multi-purpose area, rather than as one having a single, predominant draw.

• **Shopping Area of Choice**

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. Not surprisingly, 60% of residents said they do most of their shopping at the Shawnee Mall.

The remaining 40% said they do most of their shopping at the following:

- K-Mart (cited by 16% of residents);
- Oklahoma City (9%);
- Shawnee (7%); and
- Other (8%) -- mail order, Norman, Midwest City, Ada, Internet, etc.

When asked their reasons for choosing a particular shopping area, residents stressed the importance of variety/selection offered -- cited by 45% of those surveyed. The next most frequently cited reason for choosing a shopping venue was the convenience offered -- mentioned by 26% of residents surveyed. Therefore, almost three-quarters of those surveyed (71%) said they choose to shop in a particular area due to either variety/selection or convenience offered.

The remaining 29% of those surveyed said they choose a shopping area due to:

- Price (12%)
- Closeness to home (9%);
- Parking (3%);
- Service (3%); and
- Closeness to work (2%).

• ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time.

Five characteristics were rated "good" by a majority of residents. Seven were rated "good" by a majority of business owners. And, residents and business owners agreed on four of those characteristics.

The four characteristics rated "good" by both a majority of residents and a majority of business owners were:

- Helpfulness of salespeople (67% residents, 76% business owners);
- Knowledge of salespeople (52% residents, 58% business owners);
- Quality of service businesses (52% residents, 75% business owners); and
- Feeling of safety (51% residents, 53% business owners).

The fifth characteristic rated "good" by a majority of residents was also rated "good" by a significant percentage of business owners, although not by a majority. This was:

- Traffic flow (56% residents, 48% business owners).

And, the three other characteristics rated "good" by a majority of business owners were:

- Quality of retail goods (44% residents, 69% business owners);
- Prices at restaurants (48% residents, 62% business owners); and
- Price of retail goods (28% residents, 53% business owners).

It is clear from the above list that a substantial percentage of residents agreed with business owners in their rating of the quality of retail goods and the prices at restaurants in Downtown. However, business owners were much more pleased with the price of Downtown retail goods than were residents.

In addition, a significant percentage of residents, although not a majority, rated two other characteristics as being "good" at this time. These were:

- The convenience of parking (49% residents, 38% business owners); and
- The availability of parking (47% residents, 44% business owners).

Therefore, business owners somewhat agreed with residents regarding the availability of Downtown parking but were more critical than residents of the convenience of Downtown parking.

• ***Downtown Improvements***

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Seven improvements were rated "very important" by a majority of residents and six received this rating from a majority of business owners. Residents and business owners agreed on three of these improvements, as follows:

- Recruit additional retail businesses (86% residents, 79% business owners);
- Increase the variety of retail goods (83% residents, 63% business owners); and
- Improve the appearance of Downtown buildings (58% residents, 73% business owners).

The other four improvements rated "very important" by a majority of residents -- but not by a majority of business owners -- were:

- Keep stores open later in the evenings (63% residents, 18% business owners);
- Increase the quality of restaurants (63% residents, 27% business owners);
- Increase the quality of retail goods (60% residents, 31% business owners); and
- Keep stores open longer on Saturdays (58% residents, 13% business owners).

Therefore, it can be said that residents are most interested in seeing Downtown improvements that upgrade:

- Retail variety;
- The convenience of business hours (both evening and Saturday);
- Business quality (restaurant and retail); and
- Building appearance.

In other words, all but one of the improvements rated "very important" by residents deal with variety, selection, and convenience. This is important to note since 71% of residents said they choose a shopping area primarily because of the variety/selection or convenience offered.

The other three improvements rated "very important" by a majority of business owners -- but not by a majority of residents -- were:

- Improve the convenience of parking (27% residents, 64% business owners);

- Improve the availability of parking (32% residents, 56% business owners); and
- Improve the cleanliness of Downtown (47% residents, 52% business owners).

The above list illustrates that residents somewhat agreed with business owners on the need to improve Downtown's cleanliness. However, business owners placed much more importance on improving parking convenience and availability than did residents.

When asked what else could be done to increase their patronage of Downtown, residents reiterated the importance of improving business variety, business hours, and Downtown's appearance.

In terms of specific businesses, residents expressed a desire primarily for restaurants, clothing and shoe stores, and specialty shops -- as well as entertainment and recreation uses.



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V. DOWNTOWN SHAWNEE TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Shawnee -- as it would ideally exist in the year 2007. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2007, Downtown Shawnee would be a place where people gather. It would be filled with lots of stores, more retail businesses of quality, quality entertainment, and nice evening restaurants -- "You can do it all on Main Street!"

Downtown would be made more beautiful so that it is "more pleasant to be in and walk in." This would include:

- Restored original facades of buildings;
- Restored "ghost signs" that were painted on the sides of buildings to advertise products and businesses;
- Historical markers on buildings;
- Maintaining Downtown's brick streets;
- Planters;
- Beautified vacant lots;
- Old style light posts;
- Clean windows, streets, and alleys;
- Bike racks;
- Mid-block crosswalks;



- Clean, landscaped entrances; and
- An overall "unified look."

Downtown Shawnee would have "things that attract people" and be crowded with customers. Downtown's attractions would include:

- Quality arts, culture, and entertainment for adults and young people -- such as an arts center, museums, dinner theater, galleries, performing arts, live music, and classes;
- Restaurants -- such as cafes, coffee shops, a brewery, outdoor seating, and "a penthouse restaurant in the Aldridge;"
- Retail businesses -- more numerous, of high quality, and with customer -- friendly business hours;
- A "people center" -- a meeting place for proms, weddings, receptions, parties, classes, small conventions, meetings and activities of non-profit groups and clubs, etc.;
- "Nice loft apartments" -- so that people living Downtown would use Downtown's facilities;
- Banks;
- Professional offices and service businesses;
- Medical offices;
- Government buildings;
- Institutions, such as the newspaper and the post office;
- Churches; and



- Bed and breakfast facilities -- "so tourists can stay Downtown."

In addition, Downtown would have "plenty of parking" that is convenient, well-lighted, attractive, well-landscaped, and affordable. Downtown would also be safe with visible, friendly police presence -- such as foot patrols "walking and visiting along Downtown's sidewalks." And, Woodland Park would be made "walker-friendly" with more lighting at night, walkways, landscaping, and a fountain.

The desired Downtown Shawnee would be able to attract a wide variety of users, including:

- Local residents;
- Residents of the Tri-County area;
- Families, seniors, and young people;
- Weekend visitors;
- Tourists;
- Users of the Expo Center;
- Artists;
- College students; and
- Conventioneers.

By the year 2007, Downtown Shawnee would have the following image.

***A wonderful, friendly place
that makes our children
proud to be a member of the community.***

***A historic Downtown with
restored buildings that retain their historic character --
the roots of our community all started here.***

***A Downtown that is alive, beautiful, busy and prosperous,
and that offers lots to do --
where you can relax,
walk from shop to shop to shop,
and get all your Christmas shopping done in one day!***



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***A Downtown that is known for its customer service,
friendly attitudes and
clean and safe atmosphere.***

***Where our ethnic diversity is celebrated
in food, art, and culture.***

***A place you want to bring your kids and families,
bring your friends,
and return again and again --
a Downtown that gets Shawnee ranked among the
Best Small Towns in America!***



Downtown Market Analysis



VI. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Shawnee's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the City government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.



Downtown Retail Opportunities

Retail Trade Area -- Downtown Shawnee's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers.

Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been defined as Pottawatomie County, Oklahoma.

Retail Economic Indicators -- Downtown's retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 62,740 -- WITH AN ESTIMATED 23,316 HOUSEHOLDS
(Source: CACI estimate)

THE PRIMARY TRADE AREA POPULATION IS PROJECTED TO INCREASE TO 65,162 BY 2004 (Source: CACI estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.6 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.68
(Source: CACI estimate)

THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$871,000,000 PER YEAR (Source: CACI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$37,363 (Source: CACI estimate)

Current Retail Businesses -- Downtown Shawnee currently contains approximately 51 retail businesses, which occupy approximately 174,000 square feet of building space. The retail inventory was completed by the City of Shawnee and is shown on the following pages.



Downtown Shawnee Retail Businesses by Standard Industrial Classification

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>53</u>	<u>General Merchandise</u>		
5311	Department Store	1	9,040
<u>54</u>	<u>Food Store</u>		
5461	Retail Bakery	1	2,000
<u>56</u>	<u>Apparel and Accessories</u>		
5611	Men's and Boy's Apparel	1	3,200
5621	Women's Apparel	1	1,100
<u>57</u>	<u>Furniture and Home Furnishings</u>		
5712	Furniture Store	4	17,400
5713	Floor Covering	2	8,456
<u>58</u>	<u>Eating/Drinking</u>		
5812	Eating Places	5	9,570
<u>59</u>	<u>Miscellaneous Retail</u>		
5912	Drug Store	1	1,400
5932	Antiques	12	31,100
5941	Sporting Goods	2	16,000
5944	Jewelry	2	4,726
5945	Hobby/Toys/Games	1	1,500
5947	Gift/Novelty	5	13,763
5995	Optical	1	3,476
5999	Miscellaneous Retail	5	16,469
	<u>Select Support Services</u>		
5112	Office Supplies	1	6,960
7216	Dry Cleaners/Tailors	1	2,500
7231	Beauty Shops	1	1,000
7241	Barber Shops	1	2,900
7251	Shoe Repair/Shine	1	1,000
7832	Motion Picture Theater	1	7,000



**Downtown Shawnee Retail Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
	<u>Amusement and Recreation Services</u>		
7999	Mic. Amusement/Recreation	1	13,000
TOTAL NUMBER OF RETAIL BUSINESSES		51	
TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE			173,560
TOTAL NUMBER OF VACANT RETAIL SPACES		12	
TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE			37,370

Source: City of Shawnee



Retail Potential -- Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$305,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand is shown in **THE RETAIL REPORT®**, contained in the appendix of this document.

As a conservative estimate, it is assumed that Downtown Shawnee retail businesses now generate an average (blended figure) of approximately \$95 per year per square foot in retail sales.

Since Downtown currently contains approximately 174,000 square feet of occupied retail space, Downtown Shawnee should currently be generating approximately \$16,500,000 in retail sales per year.

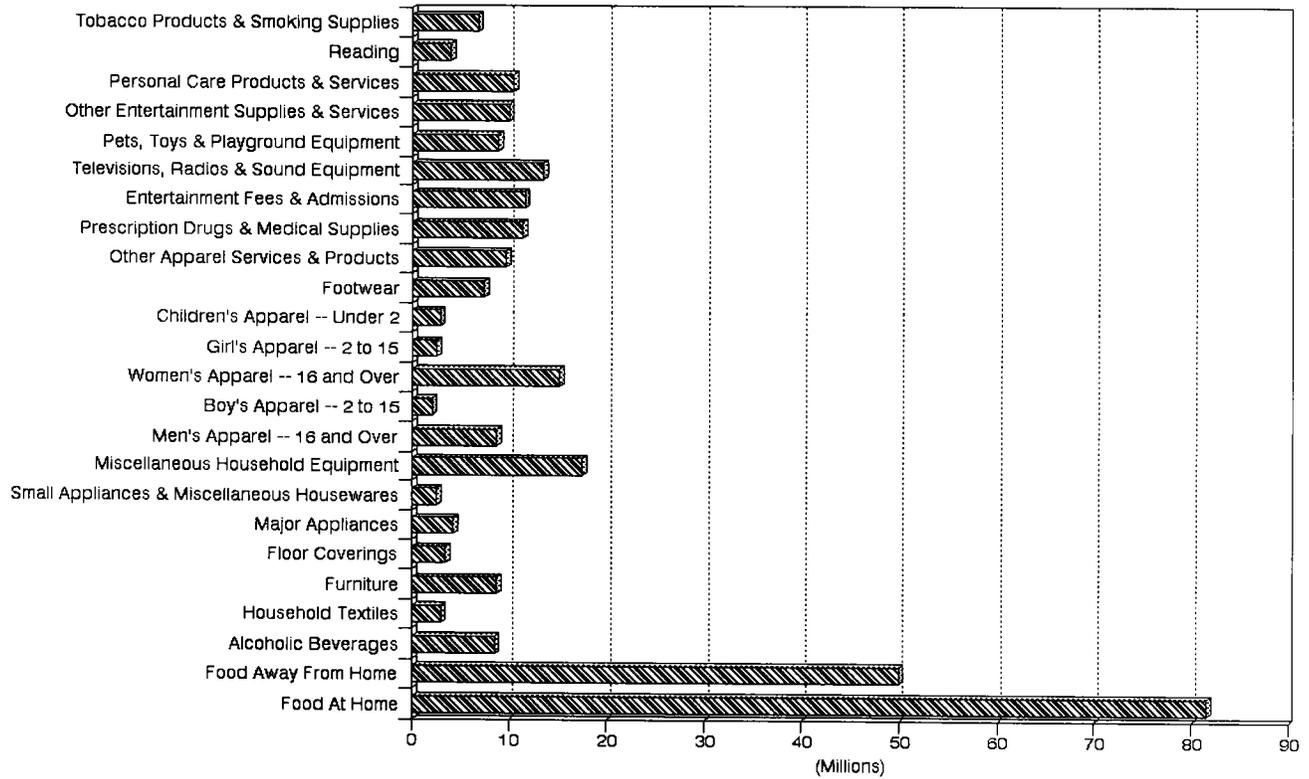
By dividing the project area's estimated annual retail sales -- \$16,500,000 -- by the total estimated demand for retail products within the primary trade area -- \$305,000,000 -- it can be concluded that Downtown Shawnee may currently be capturing approximately 5% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

Taking steps to further enhance Downtown Shawnee, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 5% to between 6% and 6.5% by the year 2007. This should be considered a goal of the economic enhancement program.

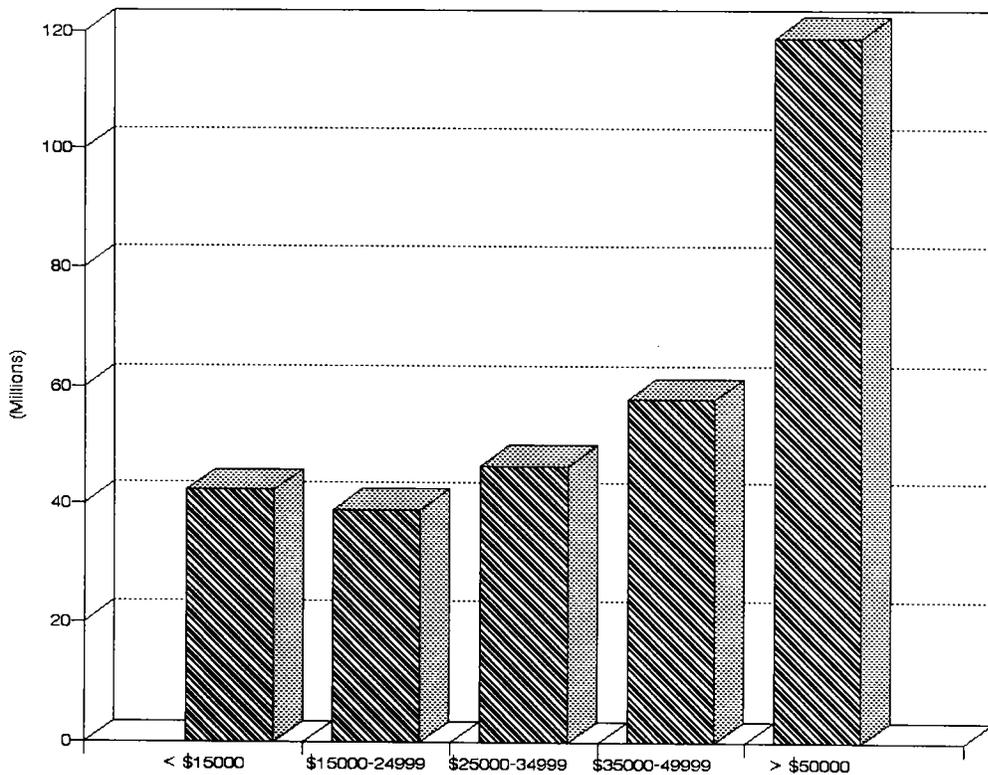
If Downtown Shawnee is able to increase its market share to between 6% and 6.5% by the year 2007, it is possible that the project area may be able to increase its total capture of retail sales to between \$18,500,000 and \$20,000,000 by the year 2007 -- considered in constant 2000 dollars.



TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



This increase in total retail sales could potentially support the development of between approximately 21,000 and 37,000 net square feet of additional retail space by the year 2007 -- which could include expansions or sales increases by existing Downtown Shawnee retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented -- on an on-going basis -- the actual growth in Downtown's market share could potentially be **much higher** than projected. Conversely, by the year 2007, Downtown Shawnee's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Retail Business Development -- Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Shawnee. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Recommended Strategies***.



Downtown Office Opportunities

Office Market Indicators -- The key economic indicators which characterize the current office operations within Downtown Shawnee follow.

- Downtown Shawnee currently has a total of approximately 64 various office occupants which occupy approximately 317,758 square feet.
- Downtown's occupied office space serves, primarily, the personal needs of those who live within the primary trade area.
- Downtown Shawnee is the region's financial, professional services and government center.
- Downtown Shawnee presents an ideal opportunity for additional office users seeking affordable, convenient office accommodations in a traditional commercial district.

Current Office Uses -- The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the City of Shawnee.



**Downtown Shawnee Office Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>27</u>	<u>Publishing</u>		
271	Newspapers	2	17,100
<u>47</u>	<u>Transportation Services</u>		
472	Passenger Trans. Arrangement	1	2,800
<u>48</u>	<u>Communications</u>		
483	Radio & TV Broadcasting	1	2,000
<u>60</u>	<u>Depository Institutions</u>		
602	Commercial Banks	4	28,280
609	Functions Related to Banking	6	6,922
<u>61</u>	<u>Non-Depository Credit Institutions</u>		
614	Personal Credit Institutions	1	2,000
<u>62</u>	<u>Security and Commodity Brokers</u>		
621	Security Brokers	4	9,885
<u>63/64</u>	<u>Insurance</u>		
639	Insurance Carriers, NEC	1	3,000
641	Insurance Agents/Brokers	2	2,756
<u>65</u>	<u>Real Estate</u>		
653	Real Estate Agents/Mgrs.	1	1,500
<u>72</u>	<u>Personal Services</u>		
722	Photographic Studios	3	40,000
723	Beauty School	1	1,750
727	Funeral Home	2	14,319
<u>73</u>	<u>Business Services</u>		
731	Advertising	1	2,800
733	Mailing/Reproduction/Comm.	2	8,700
736	Personnel Supply Services	1	2,500
738	Misc. Business Services	2	25,000



**Downtown Shawnee Office Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
80	<u>Health Services</u>		
801	Offices/Clinics of Doctors	1	4,500
804	Offices of Other Medical	1	1,000
81	<u>Legal Services</u>		
811	Legal Services	10	27,823
83	<u>Social Services</u>		
832	Individual/Family Services	3	10,500
86	<u>Membership Organizations</u>		
861	Businesss Associations	1	3,000
866	Religious Organizations	3	35,000
869	Oth. Membership Orgs.	1	5,000
87	<u>Engineering/Management Services</u>		
872	Accounting/Bookkeeping	3	6,923
89	<u>Services Not Elsewhere Classified</u>		
899	Services	1	4,000
91	<u>General Government</u>		
919	General Government	3	42,800
92	<u>Courts/Justice/Public Safety</u>		
921	Courts	1	15,000
94	<u>Admin. of Human Services</u>		
941	Admin. of Educational Programs	1	8,000

TOTAL NUMBER OF OFFICE BUSINESSES	64
--	-----------

TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE	317,758
--	----------------

Source: City of Shawnee



Office Potential -- It is anticipated that most of Downtown's office market growth will continue to consist of office uses which, primarily, serve the personal needs of those who live in, or in proximity to, Downtown Shawnee's primary trade area, as is currently the case.

Communities nationwide have experienced the fact that -- as improvements are made in the overall economic and physical conditions of their Downtowns -- an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Shawnee.

Therefore, it is estimated that approximately 35,000 to 50,000 square feet of additional office space could potentially be supported in Downtown Shawnee between now and the year 2007. This represents an increase in demand based on both the expected continued enhancement of the area and an anticipated increase in area households during the same time period.

It must be noted that the actual growth in Downtown's office demand could be **higher** if Downtown is able to attract general offices, or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations.

Office Business Development -- A listing of office types recommended for recruitment and expansion in Downtown Shawnee is presented in the chapter of this document titled ***Recommended Strategies***.



Downtown Housing Opportunities

As in virtually all successful Downtown revitalization programs throughout the nation during the past decade -- regardless of community size -- as Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near Downtown Shawnee will also increase.

Every effort should be made, consistent with the implementation of the overall Downtown enhancement program, to introduce more quality, market-rate housing in Downtown Shawnee, particularly:

- Market-rate loft housing developed in the upper floors of appropriate existing multi-story buildings;
- Affordable senior housing in the old Aldridge Hotel building and the Masonic building; and
- Medium density, market-rate housing developed as garden and townhouse units at the edges of the current Downtown boundary.

While every effort should be made to enhance quality existing single-family homes located in Downtown's current boundaries, these units should not be replaced if removed in order to encourage higher density urban development in the commercial district. However, every effort should be made to maintain the quality existing single-family homes which are located in proximity to Downtown.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Shawnee -- and in the neighborhoods near the commercial district -- it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the greatest number of market-rate units possible in and near Downtown when market conditions allow.



Recommended Strategies



VI. RECOMMENDED STRATEGIES

The ***Shawnee Downtown Action Agenda 2000*** contains two sets of ***Recommended Strategies*** for enhancing Downtown. These are:

- A ***Development Framework*** which should be used to direct and manage Downtown's future character; and
- A ***Course of Action*** which should be implemented -- by both the private and public sectors -- to create the best possible future for Downtown Shawnee.

These recommendations are included here, following an overview of Downtown Shawnee today.

Overview of Downtown Today

In defining the ***Shawnee Downtown Action Agenda 2000***, HyettPalma, Inc., repeatedly heard the following comments from members of the community.

- The time is right for Downtown's enhancement. Having recently endured a difficult situation, Downtown Shawnee, Inc., has emerged with new energy, momentum, hope, and strength.
- While the local Main Street project has been in place for some time, greater visible success is desired -- and needed -- to energize the community and gain the community's confidence in Downtown's enhancement.
- Downtown Shawnee, Inc., has identified many, many issues that are involved in Downtown's enhancement. This has left some feeling overwhelmed and wondering where to start.
- With so many issues "on the table," Downtown Shawnee, Inc., has been grappling with defining roles, responsibilities, and optimum timing of actions.



- A fair amount of time has been spent by Downtown Shawnee, Inc., determining what other cities have done to revitalize their Downtowns. This has added to the long list of issues -- and possible projects -- which might be tackled by the organization.
- There is a desire on the part of Downtown Shawnee, Inc., to generate community involvement -- and a large cadre of volunteers -- for the enhancement effort.
- While Downtown enjoys the support and confidence of City Hall and the lending community, there is a need to spur investor confidence -- and involvement -- in Downtown.

Recommended Direction

In response to the above comments -- and based on a thorough analysis of Downtown Shawnee -- HyettPalma recommends the following direction for the enhancement effort.

- The Downtown Shawnee enhancement effort must deal with basic issues and needs before moving on to more sophisticated concerns. In this way, a solid foundation will be established for the enhancement effort.
- The time for brainstorming, issue identification, and strategic planning has come to an end. With the completion of this ***Shawnee Downtown Action Agenda 2000***, the time for implementation is at hand.
- Likewise, with the ***Shawnee Downtown Action Agenda 2000*** in place, the time for borrowing Downtown enhancement ideas from other communities has also come to an end. Now, Shawnee's leaders have a Downtown gameplan -- a specific course of action -- that has been precisely tailored to meet the needs of Downtown Shawnee. Therefore, it is this course of action that should be implemented.
- The goal of involving the community and volunteers in the enhancement effort is a commendable one. However, what is needed in Shawnee is an enhancement effort that is driven by leadership and professionalism -- with



the assistance of strategically placed volunteers, rather than the reverse. Meaning that, Downtown Shawnee's enhancement will not succeed or produce the visible results desired if it is rich in volunteers and poor in leadership and professionalism.

- To achieve the greatest visible results in the shortest period of time, the enhancement effort must remain focused in the Phase One area defined for this project. Maintaining this is essential until the desired level of visible results is achieved.
- In the past, the Shawnee Main Street program has primarily focused on the "points" of promotion and design. While these are important topics -- and are addressed in the ***Shawnee Downtown Action Agenda 2000*** -- the emphasis of the Downtown effort must now shift to economic development. This is critical since only by improving and reinventing Downtown's economy can long-term success be realized.
- It is a proven fact that an improved Downtown improves the quality-of-life found in the community as a whole. Therefore, the enhancement of Downtown Shawnee must be recognized as an endeavor of city-wide and area-wide importance.
- While Downtown Shawnee has needs that must be addressed in order to improve Downtown's health, image, and prosperity, Downtown also enjoys many assets that can be leveraged. These include, but are in no way limited to:
 - The strong confidence and support of City government;
 - Lender confidence in Downtown's future potential;
 - A handful of strong, private sector leaders who are committed to the Downtown enhancement effort;
 - A rich local history;



- A rich culture, with 32 Native American tribes represented in the County;
- Shawnee's position as the gateway to Southeast Oklahoma;
- A strong market; and
- The presence of Oklahoma Baptist University and St. Gregory's College.

Key Elements

Based on the above, it can be said that the following key elements will be essential in the effort to enhance Downtown Shawnee:

- Adopting, implementing, and adhering to a clear gameplan that provides a course of action specifically tailored to the needs of Downtown Shawnee;
- Ensuring that the effort is spearheaded by a leadership-driven organization that has the assistance of professional staff and strategically placed volunteers;
- Focussing the effort in the Phase One project area for the next several years -- or until the desired level of success is achieved;
- Demanding nothing less than quality in all Downtown investments, improvements, and projects;
- Establishing examples of quality -- so that a new standard of quality and new expectations are created for Downtown;
- Achieving quality, visible results as quickly as possible in order to establish pride and confidence boosters; and
- Stimulating the confidence and involvement of the investment community in Downtown Shawnee.



The following ***Development Framework*** and ***Course of Action*** were specifically defined to put these key elements into place.

Development Framework

The following ***Development Framework*** should be used to ensure Downtown's future as an economically vibrant commercial area with great appeal to local residents, area-wide patrons, and area-wide visitors.

Districts

Through the enhancement effort, Downtown Shawnee should be reinvented to include the following two districts, which are shown on the map on the following page.

- ***Arts & Entertainment District***

The Arts & Entertainment District should be created as the major destination area within Downtown Shawnee -- for both area residents and visitors. This district should be comprised of a cluster of first-floor art, entertainment, and cultural venues that are augmented by specialty retail and food establishments. Where appropriate, offices and housing should be placed in the upper stories of existing buildings.

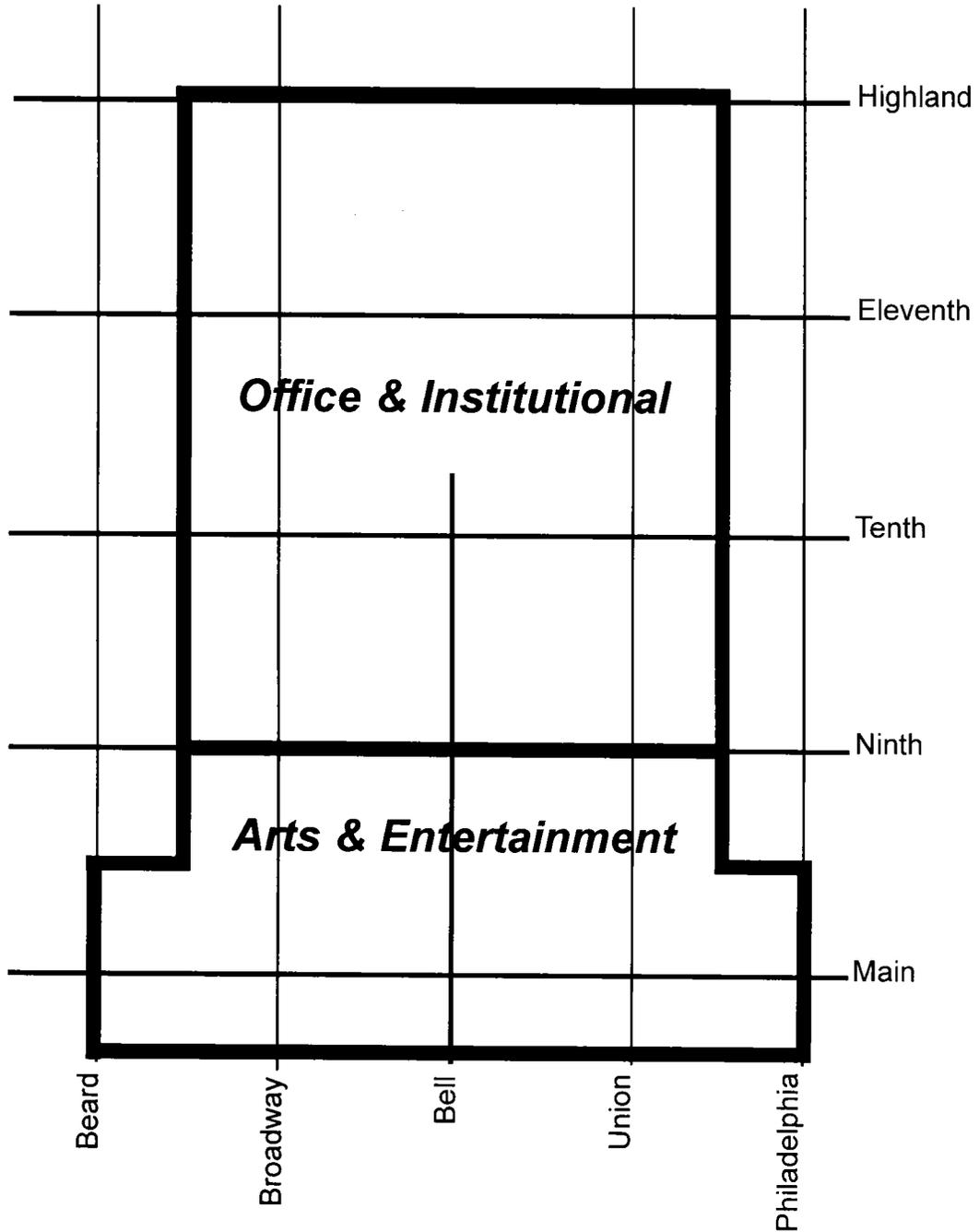
Specific uses which are most appropriate to cluster in the Arts & Entertainment District include the following.

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Delis;
- Brew Pubs;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Mexican, Chinese, etc.



Downtown Shawnee Districts



Arts and Entertainment District Uses (Continued)

Food for Home

- Small Convenience Grocery.

Entertainment

- Live Theater;
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Movie Theater.

Specialty Retail

- Antiques (Limited Amount);
- Appliances;
- Art Galleries, Framing and Supplies;
- Bike Shop;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Children's Apparel;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Hardware (Small);
- Home Decorating Products and Design Services;
- Men's and Boys Apparel;
- Music (Recorded and Sheet);
- Newsstand;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Apparel and Accessories.



Arts and Entertainment District Uses (Continued)

Convenience Retail/Select Services

- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers;
- Passenger Transportation Arrangement;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.



Arts and Entertainment District Uses (Continued)

Housing

- Above first floor uses; and
- Mixed with office uses above first floor.

• **Office & Institutional District**

The beginnings of an Office & Institutional District are in place to the north of the recommended Arts & Entertainment District. The Office & Institutional District should be strengthened by clustering professional office, finance, government, church, and other service/institutional uses in this area. Housing -- placed in the upper floors of appropriate existing buildings and developed as garden and townhouse units at the edges of the current Downtown boundary -- would also be appropriate uses in this district.

Specific uses which are most appropriate to cluster in the Office & Institutional District include the following.

Prepared Food

- Moderate Priced Restaurants; and
- Sandwich Shops.

Convenience Retail/Select Services (Limited Amount)

- Barber Shops;
- Beauty Shops;
- Dry Cleaners/Tailor Shop;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;



Office & Institutional District Uses (Continued)

Offices (Continued)

- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Legislative Bodies;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Schools;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing

- Above first floor uses; and
- Garden and townhouse units at edges of commercial district.



Economic Orientation

The overall economic orientation of Downtown Shawnee should be:

***A mixed-use and multi-functional Downtown
that appeals to, serves, and attracts
both area residents and visitors.***

Housing

A concerted effort should be made to stimulate creation of the maximum number of housing units in the upper floors of buildings throughout the Downtown project area. These housing units should:

- Be primarily market rate, as opposed to subsidized housing units;
- Be for people of all ages, and not solely for elderly residents;
- Primarily be geared to individuals and couples not having children living at home; and
- Be primarily comprised of loft apartments in the upper floors of Downtown's existing structures.

Antiques

The Downtown project area currently includes a number of antique businesses. This is an appropriate and desirable use for Downtown Shawnee, especially within the Arts & Entertainment District. Currently, however, a number of Downtown's antique establishments do not keep regular or full-time or "as posted" business hours. Instead, many are open only on weekends, open only by appointment, or are not open the hours posted on their establishments. These irregular hours render the storefronts in which such businesses are located as being "vacant," as far as the casual Downtown customer is concerned. And, these "vacancies" limit Downtown's ability to attract impulse-shoppers -- whether area residents or visitors.

Therefore, this situation must be rectified by:

- Encouraging the owners of Downtown's antique businesses to keep regular, full-time, as-posted business hours;
- Clustering businesses that choose not to keep regular hours in the east Main Street area, outside of the current project area boundaries; and
- Encouraging property owners to rent first floor spaces only to businesses that keep regular, full-time business hours.

Anchors

Currently, a number of anchors exist within Downtown Shawnee. The opportunity exists to further strengthen these anchors and to create additional anchors within Downtown -- as discussed below.

- ***The Aldridge***

Efforts should continue to support the "Aldridge Senior Housing Project" which is being spearheaded by the Central Oklahoma Community Action Agency. Projects of this nature have been tremendously successful throughout the nation -- not only providing valuable housing for seniors, but saving valuable historic structures. This would be an appropriate use for the upper floors of the Aldridge, with office/retail uses on the first floor.

- ***The Ritz***

Steps are currently being taken to transfer this structure from private ownership to ownership by Downtown Shawnee, Inc. The intent of the transfer is to transform the Ritz into an entertainment venue and Downtown anchor. This is a worthy goal. Whether accomplished by a private owner or by Downtown Shawnee, Inc., the transformation of the Ritz should entail the following.

- The Ritz must become a major, high quality performing art space that is able to draw users and patrons on a regional basis.
- The Ritz must be restored, revitalized, and reused in a manner that allows it to become a point of pride for Downtown and for the residents of Shawnee.



- A sufficient level of capital must be raised not only to restore the structure in a quality manner, but also to establish an endowment with which to operate the facility in a high quality manner.
- The Ritz, as a performing arts space, must be managed and marketed by professional staff. Conversely, it would be an injustice to Downtown and the community to operate the structure as a low budget, volunteer venture.
- The Ritz must be used on a regular basis, by offering high quality performances -- as opposed to being used occasionally throughout the year for performances of marginal quality and having limited ability to attract audiences.

In short, everything about the Ritz must stress quality -- quality in the structure itself, its performances, its management, its staffing, and its marketing. And, this quality can only be achieved by raising sufficient funds for both construction capital and an operating endowment.

- ***The Sears Building***

The City government now uses the former Sears Building as warehouse space. This, again, is rendering the structure "vacant" as far as the buying public is concerned. Therefore, the City should consider putting the structure on the market. The goal of doing so would be to:

- Get the property into the hands of a private owner;
- Fill the structure with uses recommended above for buildings located in the Arts & Entertainment District; and
- Allow the building to once again serve as a Downtown anchor of quality.

- ***The Masonic Building***

The Masonic Building is a prominent structure in Downtown Shawnee that is as significant as the Aldridge. Therefore, efforts should be made to turn the Masonic Building into a Downtown anchor. This should entail:

- Ensuring that the structure is fully occupied at the earliest possible date;
- Filling the upper floors with market rate, loft apartments and offices; and
- Tenanting the first floor with retail, food, and art establishments.

- ***The Federal National Bank Building***

The owner of this structure should be supported in their efforts to renovate and tenant this significant Downtown structure in a manner of high quality. In addition, the owner should be encouraged to renovate and tenant the structure at the earliest possible date. This is very important since this project can and should:

- Stand as an example of investor confidence in Downtown Shawnee;
- Prove that Downtown's market is strong in terms of its ability to attract tenants; and
- Establish a new standard regarding the level of quality desired for -- and expected in -- Downtown Shawnee.

- ***Woodland Park***

Woodland Park acts as a highly attractive gateway into Downtown Shawnee from the north, east, and west. In addition, this park could become a major Downtown anchor if the following minor improvements were made.

- Woodland Park should be revamped as part of the Downtown streetscape improvement plan, discussed later in this document.

- In making Woodland Park a Downtown anchor, emphasis should be placed on use of the park for passive recreation and as a community gathering place.
- Immediate steps should be taken to increase the public's feeling of safety in the park. At a minimum, these steps should include increasing police presence in the park, increasing lighting levels, and getting the word out to the public that these improvements have been made.

- ***Farmers Market***

The Downtown farmers market should be recognized as a significant draw and anchor that attracts a large number of people to Downtown -- people who can become customers of additional Downtown businesses. Therefore, the market should remain in Downtown and, over time, be expanded in any way possible.

- ***Gathering Space***

There is a desire among community members for a "people place" -- the equivalent of the Expo Center which would be used by local residents. As described by residents, this facility would be open to the community and used for meetings, receptions, parties, and other gatherings. In creating such a facility, the following should be kept in mind.

- If such a facility is created, it should definitely be located in Downtown Shawnee. And, consideration should be given to reusing Downtown's existing larger structures for such a use.
- The gathering space facility should be designed to serve the needs of local and regional residents.
- If created, this facility should in no way compete with the Ritz as a performing arts space.

Entrances

Broadway is currently an exceptionally attractive entranceway into Downtown Shawnee which gives one a very positive first impression of the City and of Downtown. Therefore, signs should be erected which route motorists from I-40 to Downtown via Broadway.

Focus Area

The enhancement effort should be focused in the Arts & Entertainment District until significant visual and economic improvements have been realized in this area.



Course of Action

The following ***Course of Action*** should be implemented, by both the private and public sectors, to attain the community's vision for Downtown Shawnee and to capture the economic opportunities identified in the Downtown market analysis.

In implementing the ***Course of Action***, it should be noted that:

- The City government of Shawnee must play a strong role in improving the economic climate of Downtown;
- Downtown Shawnee, Inc., has a responsibility that is as great as the City's in bringing about Downtown's enhancement -- and this responsibility must be focused on stimulating private investment in Downtown; and
- Both the City government and Downtown Shawnee, Inc., must provide leadership and take aggressive action in order to enhance Downtown -- and these actions must be taken simultaneously in order to create the desired Downtown in the shortest amount of time possible.



City Actions

The City of Shawnee has demonstrated its support and commitment to Downtown's enhancement over the years in many ways, including its financial contributions to Downtown Shawnee, Inc. Most recently, the Mayor and City Commissioners have once again shown their commitment to Downtown by contracting with the National League of Cities for the **Action Agenda** contained in this document.

Now, it is suggested that the City implement the following actions, geared to improving Downtown's business climate. And, it must be noted again, that these actions should be implemented simultaneously with those recommended later in this chapter for implementation by Downtown Shawnee, Inc.

Streetscape and Beautification

The following recommendations, aimed at streetscape improvements and beautification of Downtown, will have a major impact on improving Downtown's business climate and will create a more attractive environment for private sector investment. Therefore, they should be implemented by the City of Shawnee at the earliest possible date.

- ***Streetscape Plan***

An overall streetscape improvement plan should be defined for the Downtown project area. The streetscape plan should:

- Be designed by a professional landscape architect who has considerable experience working with older commercial districts;
- Be pedestrian-oriented and respect Downtown's older buildings;
- Stress minimalism, in terms of the number and design of elements, so that visual emphasis is allowed to remain on Downtown's buildings and businesses; and
- Be of a design that is easy for City crews to repair and cost-effective regarding future needed replacements.



- **Streetscape Elements**

The streetscape improvement plan should include the following elements:

- Sidewalks -- a uniform design should be determined so that all sidewalks in the Downtown project area are of compatible design and materials;
- Landscaping -- that adds color to Downtown's sidewalks on a year-round basis and that includes an irrigation system so that landscaping is well-maintained year-round;
- Landscaping of Downtown's public parking lots;
- Trees -- that are appropriate for an urban environment and that are used to replace Downtown's current trees;
- Street lights -- that are "historic" in design and pedestrian-oriented in scale;
- Brick streets -- maintaining Downtown's brick streets and removing the inappropriate patching of these streets;
- Benches and trash receptacles -- that are of a design that "fits" with the pedestrian-scale street lights recommended above; and
- Undergrounding of utility wires, if at all possible.

- **Maintenance**

Once completed, Downtown's streetscape should be maintained on a regular and on-going basis to ensure that it remains visually appealing and inviting. To accomplish this:

- A maintenance plan should be defined;
- Regular, on-going maintenance should be performed by the City government, so that it is undertaken in a professional manner; and

- Regular, on-going maintenance should not be delegated to private sector volunteers -- whether they be civic groups, schools groups, or Downtown business owners.

- ***Vacant Lot***

The vacant lot located at the corner of Main and Broadway should be made more visually attractive. Consideration should be given to accomplishing this by adding landscaping, a fountain, and benches to the lot. These should be viewed as temporary improvements since, ideally, a new building would be developed on this lot when Downtown's market becomes strong enough to warrant such investment.

Public Safety

This is a key issue and basic need which must be addressed in order to improve Downtown's business climate.

- ***Community-Based Policing***

The City's community-based policing efforts should be supported as they relate to Downtown Shawnee. These efforts include plans to start a Downtown bike patrol and to re-introduce foot patrol to Downtown. Both types of patrols will increase friendly police presence and visibility within Downtown.

- ***Augmentation***

In addition to the planned bike and foot patrols, consideration should be given to augmenting police presence in the Downtown project area. This might be accomplished using police reserves, retired police officers, or off-duty police officers. In any case, whether or not to augment police presence -- and the means to do so -- should be determined by the City's Police Department. And, the purpose of augmenting police presence should be seen simply as increasing a visible, friendly security presence within Downtown -- and not to assume any policing duties.

- ***Safety Audit***

In order to address Downtown safety problems -- and dispel inaccurate perceptions -- consideration should be given to conducting a Downtown safety audit, working in cooperation with the City's Police Department. This would entail assembling volunteers to act as "safety auditors."



The auditors should be divided into small groups of two or three individuals and each group should be:

- Given specific routes to walk in Downtown -- so that the entire Downtown project area is audited;
- Instructed to pretend they are on their way to/from work, to/from dinner, to/from an evening event in Downtown, to/from parking areas, etc.;
- Instructed to ask themselves along their walks "how safe do I feel here" and "what kinds of safety concerns do I have in this part of Downtown?"; and
- Given a clip board and asked to jot down their feelings and concerns regarding Downtown safety.

Based on the result of the audit, appropriate safety measures should be taken.

Traffic and Parking

The following actions should be taken to address the issue of Downtown parking and to route traffic to Downtown.

• ***Parking***

At this time, it appears that Downtown's parking supply is adequate -- meaning the number of parking spaces in Downtown appears to be adequate to serve the number of current Downtown users. However, it is expected that patronage of Downtown will increase as the Downtown enhancement strategy is implemented. Therefore, the following steps should be taken to make Downtown's current parking supply as user-friendly and as available to the buying public as possible.

- Downtown's public parking lots should be landscaped and well-lighted to make them more attractive and appealing.
- Downtown employees and business owners should use public parking lots and not park in on-street spaces.



- Currently, the City does not aggressively enforce parking time limits. As Downtown patronage increases, the City must be urged to enforce parking time limits on a regular and full-time basis. This will be important to free on-street spaces for use by Downtown's customers.

- ***Signage***

A "wayfinding system" should be created to direct motorists to Downtown and to Downtown's attractions. The wayfinding system should be comprised of a series of signs that are distinctive, eye-catching, and uniform.

Property Improvements

The City should create the following incentives in order to attract quality investors to Downtown Shawnee.

- ***Facade Study***

A facade study should be conducted for the Downtown project area. The facade study should be completed by a qualified, experienced preservation architect. The architect should be directed to create renderings that show what Downtown's buildings and blockfaces could look like if appropriate facade, sign, and awning improvements were made.

- ***Design Guidelines***

As a conclusion to the facade study, design guidelines should be created for the Downtown project area. These should also be defined by a qualified, experienced preservation architect. The purpose of the design guidelines would be to offer technical assistance to business and building owners regarding the appropriate treatment of building facades, signs, awnings, and infill construction.



- ***Design Assistance***

The City should retain a qualified preservation architect -- having extensive experience in commercial districts -- to provide preliminary design assistance to Downtown business and building owners. Using the facade study and design guidelines, the architect should be available to advise owners interested in making appropriate exterior building improvements.

- ***Preservation Ordinance***

Consideration is being given to requesting the City to adopt an ordinance that would allow it to create local historic districts. Local historic districts mandate design review of exterior building improvements -- and, such districts and review have been used to protect and enhance property values in communities nationwide. Therefore, it is advantageous for a City to have such an ordinance in place so that local historic districts can be created when the time is right.

However, it is questionable as to whether the timing is right to create a local historic district in Downtown. This can only be decided through discussions with Downtown property owners -- to determine if a majority would support creation of a local historic district. If this support is present, then the district should be created. If not, then it is advisable to encourage property owners to use the facade study and design guidelines (discussed above) on a voluntary basis. And, ideally, property owners will come to realize the value of appropriate exterior improvements and will support the creation of a local historic district in Downtown, in time.

- ***Condition of Downtown's Residential Property***

As noted throughout this **Action Agenda**, every effort should be made to introduce more quality housing into Downtown Shawnee. And, all housing located in Downtown should be appropriately maintained. Therefore, the City should ensure, through code enforcement, that all Downtown housing is safe for occupancy.

Ordinances

To improve Downtown's business climate -- and to spur investor confidence in Downtown -- the City government must be known as being both pro-business and pro-quality. Therefore, it is suggested that the City take the following actions to ensure that it is both.

- **Codes**

The City has established a task force to look into adopting flexible code standards for older structures. The City should be applauded for taking such a progressive action and should be encouraged to adopt flexible codes regarding Downtown's older structures. This will be especially important in making it feasible to reuse the upper floors of Downtown structures.

- **Zoning Ordinance**

The City should review the zoning ordinance to ensure that it is compatible with the uses recommended for Downtown in the **Development Framework** section of this document. And, if not compatible, the zoning ordinance should be revised to reflect the uses recommended for Downtown's Arts & Entertainment District and Office & Institutional District.

- **Applications and Reviews**

The City should review all of its application and review processes to ensure that they are easy for quality investors to navigate.



Downtown Shawnee, Inc., Actions

While the City government has a responsibility to do its part in improving Downtown's business climate, the private sector has a responsibility to invest -- and reinvest -- in Downtown's properties and businesses. And, Downtown Shawnee, Inc., has the responsibility to stimulate such investment. Therefore, while the City is taking the steps recommended above, Downtown Shawnee, Inc., must aggressively implement the recommendations shown below.

Business Retention

Downtown Shawnee -- particularly the Arts & Entertainment District -- must become a collection of quality, sought after, destination businesses. In part, this should be accomplished via an aggressive business retention effort, as discussed below.

- ***One-On-One Consultations***

Nationwide, one-on-one counseling sessions have proven to be the most effective business retention technique -- whether used to retain and strengthen small, independent Downtown businesses or to retain industry. Therefore, such sessions should be the backbone of the business retention effort in Downtown Shawnee.

Downtown one-on-one counseling sessions should be offered in the following manner.

- The staff director of Downtown Shawnee, Inc., should contact and schedule a one-on-one session with each business owner in the Arts & Entertainment District.
- Each session should include only the staff director and the individual business owner. All discussions should be strictly confidential in nature.
- Each session should be used to discuss any business-related issues or concerns that are on the mind of each business owner.

- Also, the sessions should be used to discuss the pertinence -- to each owner -- of the **Action Agenda** and the findings of the **Downtown Market Analysis**. Emphasis should be placed on determining how these can help make each business more appealing to customers -- and, therefore, more profitable.
- Sessions should be used to discuss the items discussed below -- providing variety, providing selection, providing customer service, etc.
- Based on the needs revealed at each session, the staff director should provide any technical assistance required. Or, if appropriate, the staff director should refer owners to appropriate service providers -- such as a local SCORE chapter or Small Business Development Center.
- The intent of the sessions should be to help owners identify how they can make their businesses more profitable -- and then help them find the tools to make any necessary changes.
- After each session is held, the staff director should follow-up with the owner to ensure that the needed information was received -- and to schedule follow-up sessions, if appropriate.
- A goal of the one-on-one counseling program should be to develop a rapport between the staff director and Downtown business owners that engenders a level of trust and confidence.
- One-on-one sessions should be made available to business owners located in the Office & Institution District of Downtown on an as-requested basis.
- **Business Hours**
To be profitable, every impulse-oriented business in Downtown -- e.g., retail, food, art, and entertainment establishments -- must keep hours that are convenient for their customers. This means that every impulse-oriented business must:

- Be open on a full-time basis -- and not just a few days a week or by appointment only;
- Keep hours as-posted on their display windows or doors; and
- Determine and keep market-driven hours -- meaning hours that cater to the needs of their buying public.

- **Windows**

Every first floor business in Downtown -- regardless of the type of business -- must have windows that are an asset to Downtown and its visual appeal. This is important for creating an overall atmosphere in Downtown that attracts consumers. However, it is especially important for Downtown business owners -- if they want their businesses to be profitable. On-street display windows are one of the least expensive, cost-effective means of advertising that a business owner can use. And, every street level business owner must take advantage of this marketing tool with window displays that are creative, eye-catching, and changed frequently -- at least once every two weeks.

- **Restrooms**

As another marketing tool -- and as a convenience to the buying public -- Downtown business owners should make their restrooms available to the public, and not simply to customers. This is a very effective means of providing personal service and tempting pedestrians to shop. Consideration should not be given to creating public restrooms since these tend to become maintenance and safety nightmares -- and places that repel the very consumers for whom they are intended.

- **Competitive Edge**

Downtown's businesses must establish a competitive edge in the marketplace that:

- Makes them distinct from all the other retail stores in the region;
- Allows them to become known as a collection of destination businesses; and

- Allows Downtown's businesses to develop a solid base of long-term, repeat, loyal customers.

To accomplish this, each Downtown business must:

- Provide the "personal touch" that cannot be found at mall stores -- this means providing exceptional service and attention to customers;
- Offer a variety of products and a selection of products that is unique in the marketplace;
- Closely review the findings and recommendations of the Downtown market analysis;
- Listen to their customers -- by asking if there are particular items customers desire and cannot find in Downtown or the trade area;
- Experiment with their "buy budget" -- by taking 10% of that budget each year to buy new products, test the appeal of those products on their selling floor, and then adjust their inventory accordingly; and
- Ensure that the merchandise on their selling floor is always up-to-date and fresh.

Business Recruitment

As Downtown Shawnee becomes stronger over time, and as the merits of the economic enhancement initiative become recognized by the marketplace, the attraction and placement of appropriate businesses in Downtown Shawnee will likely be driven by private concerns -- particularly commercial real estate brokers/agents and developers. This has certainly been the case in other successful Downtown revitalization efforts throughout the nation.

However, at the outset of implementation of the ***Shawnee Downtown Action Agenda 2000***, an aggressive effort should be made to seekout and place appropriate businesses in Downtown through a pro-active business recruitment effort, as follows.



- ***Business Recruitment Responsibility***

Downtown Shawnee, Inc., should assume the lead role in the recruitment and placement of appropriate businesses in Downtown Shawnee.

- ***Only Quality Businesses***

A concerted effort should be made to attract the highest quality businesses possible for Downtown, consistent with the range of businesses identified as appropriate in the ***Action Agenda***. Additional part-time or hobby businesses are not appropriate for Downtown.

- ***Independents vs. Nationals***

While some national chain businesses may seek space in Downtown Shawnee as the area becomes stronger over time, it is more likely that Downtown Shawnee will always be an extremely attractive location for independent businesses. And, as Downtown's independent businesses become healthier over time, this will likely be the most pronounced signal that the commercial district is appropriate for national chain businesses, since the nationals are followers and not pioneers in the revitalization industry.

It is felt, however, that Downtown Shawnee will likely always be best suited for independent businesses since independent businesses, not national chain businesses, will continue to make Downtown Shawnee unique -- much different from the mall, power centers and strip centers.

- ***Initial Target Businesses and Uses***

Initially, the following types of businesses should be targeted for additional openings or expansion in Downtown Shawnee:

- Art galleries, displaying all types of art;
- Home furnishings, decorating products, electronic products, and accessories at a variety of price-points;
- Books;
- Flowers;

- Casual apparel;
- Restaurants providing evening entertainment;
- A variety of ethnic restaurants; and
- Professional service offices of all types -- as noted in the market analysis.

- ***Target Area***

Initially, consistent with the overall focused effort of the ***Shawnee Downtown Action Agenda 2000***, attention should be given to the attraction and placement of appropriate businesses in the Arts & Entertainment District -- the heart of Downtown Shawnee. While assistance should be given to any appropriate party interested in placing a business anywhere in Downtown Shawnee, maximum effort should be made to fill all space in the Arts & Entertainment District at the earliest possible date.

- ***Working with the Real Estate Community***

Every effort should be made to engage the local real estate community in the business attraction effort. The intent of this is to encourage the full participation of the real estate community in focusing on and identifying appropriate prospects, placing prospects in properties, and in obtaining the cooperation of property owners. In return for their cooperation, assistance should be extended to cooperating real estate agents and owners in their efforts to find appropriate prospects and lease space in Downtown Shawnee.

All local commercial realtors should be:

- Given a copy of the ***Shawnee Downtown Action Agenda 2000***;
- Given an explanation of the range of goods and services appropriate for Downtown Shawnee -- as identified in the market analysis -- and the districts and clusters which are being formed/strengthened in Downtown Shawnee; and

- Made aware of the target business types.

Again, in return for their cooperation, assistance should be extended in their efforts to find appropriate prospects and lease space in Downtown Shawnee.

- ***Internal Recruitment***

Internal business recruitment is characterized by the expansion of appropriate existing businesses and the opening of appropriate new businesses by successful existing business owners in a commercial district. Rather than going outside the business district and community seeking additional businesses, with internal business recruitment an aggressive effort is made to satisfy market demand for new businesses at home, working with business owners who are locally known, capitalized, bankable, and have a proven business track record. This is a very progressive and cost-effective method of business creation.

Working one-on-one with existing successful business owners in Downtown Shawnee, the needs and desires of customers -- the market demand -- for additional goods and services, as documented by the market analysis, should be shared with all existing businesses throughout Downtown Shawnee. When interest is shown by an existing business owner to expand or open an additional business which is identified as appropriate for Downtown Shawnee, every possible level of assistance should be extended to the owner/entrepreneur in their efforts to expand or open new doors.

- ***Aggressive Recruiting***

As deemed appropriate and necessary, business prospects outside of Downtown and the community should be aggressively sought for vacant space in Downtown Shawnee through the following steps.

- In cooperation with Downtown property owners and/or their agents, Downtown Shawnee staff should develop and maintain an inventory of available space in Downtown Shawnee. This inventory should be kept on computer so that it can be sorted by a variety of parameters of interest to prospects.



- In cooperation with the real estate community and property owners -- and using the recommendations found in this document -- Downtown Shawnee staff should identify specific businesses to be recruited.
- Using this list, Downtown Shawnee staff should compile a short list of top priority prospects and review this list with property owners involved.
- If the prospects are deemed desirable, then Downtown Shawnee staff should arrange to meet with the top prospects on the list.
- During these meetings, prospects should be given the recruitment packet and invited to visit Downtown Shawnee.
- When prospects visit Downtown, Downtown Shawnee staff should serve as their escort. Specific business owners, bankers, Downtown Partnership board members, and City representatives should be alerted to the visits so that they can be "on call" to assist prospects in any manner possible during their visit to Downtown Shawnee.
- During these visits, Downtown Shawnee staff should take prospects on a tour of Downtown Shawnee and of appropriate and available space in Downtown.
- If a prospect shows interest in one or more of the appropriate spaces, a meeting should be arranged between the prospect, the appropriate party responsible for leasing or selling the property, and Downtown Shawnee staff.
- Following this meeting, if a prospect shows interest in a property, and if deemed appropriate, the prospect should be transferred to the owner or agent of the property for final negotiations and closing of the deal.



- Downtown Shawnee staff should follow-up with owners or agents and prospects to determine if additional assistance is needed and to ensure that the deal is closed in a timely manner.

It is important to note that Downtown Shawnee staff should not attempt to negotiate building leases, improvements, or any significant part of the real estate deal. Downtown Shawnee staff must clearly recognize that they should not broker the real estate transaction. Instead, the role of staff is to simply find and introduce quality prospects to owners and agents, as part of the overall enhancement of Downtown Shawnee. However, Downtown Shawnee staff should follow-up with building owners, agents, and prospects to determine if further assistance can be provided that would help close the transaction. Or, when appropriate, staff should assist prospects in finding other suitable building space in Downtown Shawnee.

- ***Business Prospecting***

As a minimum, the following business prospecting should be undertaken.

- Existing Business Repositioning -- As part of the business attraction strategy, consideration should be given to encouraging existing businesses to relocate from other portions of the community into appropriate space in Downtown. This should be done if relocation would increase their chances of economic success.
- The Trade Area -- Business prospects should be sought from within the trade area. This entails, first, identifying existing businesses that:
 - Are well-managed;
 - Are well-capitalized;
 - Have a loyal customer base; and
 - Are similar to the types of businesses recommended in the market analysis.

Once this has been done, the owners of those businesses should be encouraged to consider opening additional operations in Downtown Shawnee -- or to relocate in Downtown -- consistent with the process described above.



Specific targets should be business owners who have already opened more than one store -- these are normally very productive prospects since they have already made the decision to expand on one or more occasions.

- Beyond the Trade Area -- Recruitment of businesses located outside the trade area may be necessary if success is not experienced within the trade area. If the steps outlined above have not yielded the desired results, then prospects should be sought from outside the trade area -- through personal contact, not cold calling.

- ***Recruitment Materials***

Working with the local real estate community and property owners, a packet of information should be prepared that can be provided to prospects. The packet should contain:

- A summary of the market analysis findings and of the overall Downtown enhancement effort underway;
- A listing of the overall advantages and merits of doing business in Downtown Shawnee;
 - A listing of technical and financial assistance available to those doing business in Downtown; and
 - Information about the specific properties identified as appropriate for each prospect.

The packet should be professionally designed, of very high quality, and allow for personalization. For example, the packet could contain a template letter and profile of Downtown which could be personalized with the prospect's name. And, information concerning available properties could be customized to include the prospect's name. The more personal the packet, the better the reception it will receive from the prospect.



- ***Offer All Incentives to Prospects***

All incentives offered through the enhancement effort -- from all sources -- should be extended to qualified, appropriate new business prospects.

Real Estate Development

The following steps should be taken to encourage current owners -- and new owners -- to reinvest in Downtown's real estate.

- ***One-On-One Consultations***

Similar to the consultation sessions recommended as part of the business retention effort, one-on-one private consultation sessions should be held with Downtown property owners. The sessions should:

- Be offered by having the staff director of Downtown Shawnee, Inc., contact every owner of property in the Arts & Entertainment District -- that is in need of reinvestment;
- Be used to encourage each owner to make the needed improvements to their structures;
- Be used to offer all available and appropriate incentives to these owners;
- Be used to make a copy of the ***Downtown Shawnee Action Agenda 2000*** available to each owner -- and to explain the enhancement effort to each owner; and
- Be used to determine which owners are willing to make the needed improvements and which are not.

- ***New Owners***

Those owners not willing to make the needed improvements -- or to tenant their properties appropriately -- should be encouraged to sell their properties. And, Downtown Shawnee, Inc., should assist these owners in finding buyers who will be assets to Downtown and the community.



- ***Local Investment Partnerships***

Serious consideration should be given to the formation of local investment partnerships to buy and renovate Downtown buildings -- and open businesses if deemed appropriate. Such partnerships entail a small group of local investors pooling their funds and acquiring and renovating property. The investors share the risks and rewards of ownership. This is an excellent way for interested local leaders to not only further enhance Downtown Shawnee, but a way to ensure that local owners enjoy the economic benefits of an improved Downtown.

Investor Incentives

The following incentives should be created in order to induce investor confidence -- and investment -- in Downtown Shawnee.

- ***Lender Consortium***

Representatives from each of Shawnee's lending institutions -- which show an interest in more aggressive and progressive lending in Downtown -- should be asked to meet as a group. This "Lender Consortium" should be brought together to discuss the lending needs of Downtown business and property owners. Based on the findings of this discussion, and based on the findings and recommendations of this ***Action Agenda***, the lenders should design and deliver, as appropriate, additional lending products designed to induce a higher level of investment in Downtown buildings and businesses.

Specific lender initiatives may include:

- Loans with attractive interest rates and attractive loan-to-value ratios for building acquisition and renovation;
- Technical assistance provided to borrowers in preparing loan applications;
- Lending programs which leverage, to the maximum extent possible, incentives available through the City for Downtown enhancement;
- Training programs to inform business and building owners of existing or new lending programs; and



- The preparation of marketing materials to promote any lending programs which may be currently available or developed in conjunction with the Downtown enhancement effort.

- ***Facade and Housing Grants***

It is understood that some in the community would prefer to offer loans as opposed to grants. However, there is a need at this time to grab the attention of the investment community and entice them to invest in Downtown. And, grants are the most affective way of achieving this. Therefore, it is suggested that matching facade grants and leveraged housing grants be offered for a limited time, as discussed below.

- Facade Grants -- The City should seek funding to offer 50-50 matching facade grants for a limited time only and on a first-come, first-served basis. The intent of this program would be to entice private investors to make needed exterior building improvements as quickly as possible. The grants should be available for appropriate improvements to facades, signs, and awnings on buildings located within the Arts & Entertainment District. And, the matching grants should be awarded for a maximum of \$5,000 per facade.
- Housing Grants -- Housing grants of \$2,500 per unit should be offered to stimulate the creation of market-rate housing in upper floors of buildings located within the Downtown project area. Again, the City should seek funds to create these grants and grants should be made available on a first-come, first-served basis -- for the first 25 market-rate, quality housing units created in upper floors of Downtown buildings. Housing grants should be leveraged on a 2-to-1 basis -- meaning that investors would be required to spend \$5,000 per housing unit in order to receive a \$2,500 grant.

The goal should be to establish a \$100,000 fund of monies with which to award facade and housing grants.



- **Demonstration Project**

Using the facade study, design guidelines, and investor incentives, a Downtown "demonstration building project" should be identified. The criteria for selecting the Downtown demonstration building should be identifying:

An owner interested in making exterior building improvements, using the facade study and design guidelines, in order to exemplify the new standards of quality being set for Downtown Shawnee.

- **Guidelines**

All investor incentives created for Downtown should:

- Be initially targeted for use in the Arts & Entertainment District;
- Be tied to the use of the facade study and design guidelines; and
- Be heavily and actively marketed to Downtown business and property owners.

Marketing

Several avenues have been established to market Downtown Shawnee. The following should be added to those efforts in order to create a comprehensive marketing campaign for Downtown.

- **Special Events**

Downtown Shawnee, Inc., currently sponsors several special events that are becoming "signature" Downtown events -- growing in number of attendees and gaining in image each year. These should be continued and emphasis should be placed on:

- Limiting the number of special events held in Downtown each year so that quality events are stressed over quantity of events;
- Seeking corporate sponsors for each event -- with sponsorships more than covering the cost of each event; and

- Determining ways to turn event-goers into Downtown customers after the event is held.

- **Web Sites**

Downtown Shawnee, Inc., currently has a Web site (www.downtownshawnee.com) which is an extremely important element of a Downtown marketing campaign. Currently, it appears that the site is being used primarily to encourage visitors to the site to "shop for products and services from Downtown Shawnee." In addition, the site should be used to market Downtown, overall, as a not-to-be-missed destination. This should be done by:

- Opening the site with an overall description of Downtown that paints a picture and creates an image for Downtown that is unique;
- Including a section about Downtown's attractions, in addition to its businesses, so that area residents and visitors are enticed to spend the day in Downtown Shawnee;
- Describing the overall Downtown enhancement effort underway in Shawnee; and
- Including a summary of the **Shawnee Downtown Action Agenda 2000** in the site.

- **Media Relations**

The local newspaper, *The News-Star*, has done an excellent job of reporting on the Downtown enhancement effort. And, the Downtown enhancement effort has also received coverage in *The Daily Oklahoman*.

Now, with the Downtown enhancement effort having a new impetus, the time has come to broaden the media coverage obtained for Downtown Shawnee. This should be done by:

- Conducting an all-out effort to create a unique image for Downtown by getting stories placed with media;



- Targeting all print and electronic media from throughout the Southeast Oklahoma region;
- Identifying a contact person at each media source; and
- Sending those contact persons story ideas -- and stories -- about Downtown and the enhancement effort, on a continual basis.

The goal of the media relations campaign should be to saturate media throughout Southeast Oklahoma with positive stories about Downtown Shawnee, in order to:

- Create a clear Downtown image in the mind of the consumer;
- Position Downtown as a not-to-be-missed destination; and
- Attract the interest of potential investors for Downtown.

- ***Downtown Brochure/Directory***

A "lure brochure" should be produced for Downtown Shawnee. The brochure should be graphically attractive, of high quality, professionally designed, and should depict the unique image being established for Downtown Shawnee.

As an insert to the brochure, a Downtown directory should be printed. This should list all of Downtown's businesses and attractions. The directory insert should be updated at least once a year so that it remains up-to-date. These updates will be especially important as progress is made on creating the Arts & Entertainment District in Downtown.

- ***Newsletter***

Downtown Shawnee, Inc., currently publishes a bi-monthly newsletter. This is an important tool for conveying timely and accurate information to Downtown's first-line constituents -- business owners, property owners, investors, City officials, affiliated organizations, etc. To make the newsletter as affective as possible, consideration should be given to:

- Publishing the newsletter on a monthly basis;



- Including an update on the enhancement effort in each issue;
- Including a discussion of "what's coming next," in terms of enhancement initiatives, in each issue; and
- Devoting more space in each issue to "Downtown news" than to ads.

- **Joint Ads**

As the Arts & Entertainment District is created, businesses in that district should be encouraged to participate in joint Downtown ads. The ads should:

- Be creative;
- Be run on a regular and long-term basis;
- Be designed around a unique Downtown "banner" and logo (if print media are used) or around a unique Downtown "slogan" (if electronic media are used); and
- List the names of participating Downtown businesses.

- **Markets**

Through wide distribution of the Downtown brochure/directory, joint ads, use of the Web site, etc., the marketing campaign should "pitch" Downtown to the following markets, at a minimum:

- Downtown employees;
- Downtown residents;
- Oklahoma Baptist University students, faculty, staff, and users;
- St. Gregory's College students, faculty, staff, and users;
- Users of the farmers market;



- Users of the Expo Center;
- Visitors to the Depot Museum;
- Those attending Downtown special events;
- Those going to Downtown movies;
- Future patrons of the Ritz;
- Future users of the community center;
- Guests of area-wide lodging facilities; and
- New residents receiving a welcome packet from the Chamber of Commerce.



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Partnership

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VIII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership among the private and public sectors. For Downtown Shawnee to reach its full potential, Downtown's key private and public sector leaders and constituents **must** plan together and implement together -- in partnership. That partnership has been started with the Process Committee formed by the City of Shawnee to oversee the development of the **Shawnee Downtown Action Agenda 2000**.

Now, the Downtown partnership must be formalized and institutionalized. A shared direction, a unified voice, **leadership** and **action** -- on the part of the partnership -- are essential for Downtown success. The Downtown partnership, described below, is the vehicle that will allow this to happen.

- **Lead Role and Leadership**

Strong leadership will be necessary for the **Shawnee Downtown Action Agenda 2000** to be implemented in a timely manner. And, this leadership must be provided primarily by those in the private sector. As stated earlier, the public sector -- City officials and staff -- have remained committed to Downtown and have provided leadership and funding to this point. The City's continued involvement is crucial. However, Downtown Shawnee will not experience the desired renaissance unless strong and continued leadership is provided by those in the private sector.

It is assumed that Downtown Shawnee, Inc., will assume the lead role in spearheading implementation of the **Shawnee Downtown Action Agenda 2000**.

In this role, Downtown Shawnee, Inc., must provide the needed private sector leadership. To engender this leadership, it is suggested that:

- Downtown Shawnee, Inc., should make Downtown's enhancement a community-wide issue by reaching out beyond Downtown's boundaries for board members, advocates, allies, and funders;



- Downtown Shawnee, Inc., should consider allowing board members to serve for more than two years before being required to rotate off the board;
- Downtown Shawnee should broaden its board composition to include more strong leadership -- thereby striving to have a "leadership board," rather than "micro-management board;" and
- The Downtown Shawnee, Inc., board of directors should spend its meetings making decisions regarding overall management, direction, funding, etc., of the Downtown effort -- rather than on details related to specific projects, which should be debated and determined at the committee level.

- ***Board Composition***

At this time, the Downtown Shawnee, Inc., board of directors is comprised primarily of Downtown business representatives and Downtown property owners. To be able to implement the ***Shawnee Downtown Action Agenda 2000***, the board must increase its leadership (as discussed above) and must be a true partnership of the private sector, the public sector, and the non-profit sector within Shawnee. Therefore, it is suggested that the following representatives be added to the board, as a minimum:

- The Mayor of the City of Shawnee;
- A Shawnee City Commissioner -- selected by the City Commission to represent the Commission on the board;
- The CEO of the Shawnee Area Chamber of Commerce;
- The CEO of the Convention & Visitor Bureau; and
- An individual recognized -- and respected -- as a Shawnee community leader.



It should be noted that, ideally, each of the representatives suggested above would be voting ex officio (by virtue of their office) members of the board. In this way, Downtown Shawnee, Inc., would become a true partnership of the private, public, and non-profit sectors.

It must also be noted that, at 18 members, the board of Downtown Shawnee, Inc., is rather large and bordering on the point of being unwieldy to manage -- in terms of sending out meeting notifications, obtaining a quorum, etc. Therefore, it is suggested that the representatives shown above be added to the board as replacements for current members who rotate off the board.

- **Staffing**

Along with being leadership-driven, the enhancement effort in Downtown Shawnee must stress professionalism. Therefore, the organization's leadership-driven board of directors will need the assistance and involvement of professional staff.

While volunteers often prove very capable at handling design and promotional issues, volunteers tend to be less well-equipped at handling economic development issues. Therefore, Downtown Shawnee, Inc., will need professional staff to fill this role. Specifically, the organization's staff should be directed to spend their time implementing the recommendations in this report related to business retention, business recruitment, real estate development, and investor incentives.

- **Funding**

Along with a leadership-driven board and professional staff, adequate funding will be needed to implement the **Shawnee Downtown Action Agenda 2000**. The City of Shawnee should be recognized and commended for its annual contributions to Downtown Shawnee, Inc. And, it is hoped that the City will continue with this financial support.

In addition, Downtown Shawnee, Inc., will need to raise additional capital -- beyond the current level being garnered from the private sector -- in order to retain professional staff and implement the recommendations contained in this document. To do so, it is suggested that the board of directors of Downtown Shawnee, Inc., conduct a United Way-type funding campaign that targets the following sources of funds, at a minimum:



- Business owners and commercial property owners;
- Developers;
- Banks;
- Utilities;
- Service clubs (to sponsor projects);
- Institutions;
- Foundations;
- Major employers;
- Area-wide corporations and industry;
- City government;
- State government;
- Federal government; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Shawnee.

The campaign should be conducted community-wide -- and not just within Downtown -- and contributors should be asked to make a five-year commitment to the capital campaign.

In addition, after Downtown's economy is strengthened -- and the enhancement effort yields substantial, visible results -- consideration should be given to creating a business improvement district within Downtown. This would provide a steady stream of funds with which to implement the enhancement effort.



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Implementation Sequence

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IX. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Shawnee. The ***Shawnee Downtown Action Agenda 2000*** includes actions that should be taken to attain the Downtown vision and Downtown's market potentials. This chapter shows the same actions in the sequence in which they should be implemented.

It is assumed that the work of all involved private and public sector entities will be coordinated and will occur simultaneously whenever possible.

The City and Downtown Shawnee, Inc., should constantly monitor the progress of ***Action Agenda*** implementation. And, at the end of each year, the City and Downtown Shawnee, Inc., should examine and, if determined necessary, update the implementation sequence.

Within six years, consideration should be given to updating the entire ***Shawnee Downtown Action Agenda 2000***, depending on the level of program accomplishments realized.



Implementation Sequence Shawnee Downtown Action Agenda 2000

Overall Management Actions

- **Formal Adoption of Action Agenda**

Formal adoption of the **Shawnee Downtown Action Agenda 2000** as the official guide for the further enhancement of Downtown Shawnee by the City of Shawnee and Downtown Shawnee, Inc.

- **Lead Role and Leadership**

Assumption of the leadership role in implementation of the **Shawnee Downtown Action Agenda 2000** by Downtown Shawnee, Inc.

- **Board Composition**

Addition of members to the board of directors of Downtown Shawnee, Inc., as per recommendations of the **Action Agenda**.

- **Staffing**

Downtown Shawnee, Inc., staff directed to spend their time implementing business retention, business recruitment, real estate development, and investor incentives, as recommended in the **Action Agenda**.

- **Funding**

Downtown Shawnee, Inc., with maximum assistance from the City of Shawnee, garners adequate funding for overall enhancement effort, as per recommendations of **Action Agenda** -- beyond the current level being garnered from the private sector -- in order to retain professional staff and implement actions.

- **Development Framework**

Place businesses and undertake enhancement effort consistent with Development Framework recommendations.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

City Actions

Streetscape and Beautification

- **Streetscape Plan**

Define an overall streetscape improvement plan for the Downtown project area, which includes the following elements, as a minimum, and as per the specific recommendations of the **Action Agenda**:

- Sidewalks;
- Landscaping;
- Landscaping of Downtown's public parking lots;
- Trees;
- Street lights;
- Brick streets;
- Benches and trash receptacles; and
- Undergrounding of utility wires, if at all possible.

- **Implement Streetscape Plan**

Implement the streetscape improvements at the earliest possible date.

- **Maintenance**

Once completed, City maintains Downtown's streetscape on a regular and on-going basis to ensure that it remains visually appealing and inviting.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

City Actions (Continued)

Streetscape and Beautification (Continued)

- **Vacant Lot**

Add landscaping, a fountain and benches to the vacant lot located at the corner of Main and Broadway.

- **Woodland Park**

Enhance Woodland Park as part of the streetscape improvement plan.

Public Safety

- **Community-Based Policing**

Continue support for and implementation of community-based policing efforts, including plans to start a Downtown bike patrol and to re-introduce foot patrol to Downtown.

- **Augmentation**

Consider augmenting police presence in the Downtown project area.

- **Safety Audit**

Complete a Downtown safety audit -- working in cooperation with the City's Police Department -- and implement recommended actions, as appropriate and feasible.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

City Actions (Continued)

Traffic and Parking

- **Parking**

Take the following steps to make Downtown's current parking supply as user-friendly and as available to the buying public as possible.

- Landscape and enhance lighting in Downtown's public parking lots to make them more attractive and appealing.
- Work with and encourage Downtown employees and business owners to use public parking lots and not park in on-street spaces.
- As Downtown patronage increases, enforce parking time limits on a regular and full-time basis.

- **Signage**

Design and install a "wayfinding system" to direct motorists to Downtown and to Downtown's attractions.

Property Improvements

- **Facade Study**

Complete a facade study for the Downtown project area.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

City Actions (Continued)

Property Improvements (Continued)

- **Design Guidelines**

Create design guidelines for the Downtown project area.

- **Design Assistance**

Retain a qualified preservation architect -- having extensive experience in commercial districts -- to provide preliminary design assistance to Downtown business and building owners.

- **Preservation Ordinance**

Conduct discussions with Downtown property owners -- to determine if a majority would support creation of a local historic district. If this support is present, then create the district. If not, encourage property owners to use the facade study and design guidelines on a voluntary basis.

- **Condition of Downtown's Residential Property**

Ensure, through code enforcement if necessary, that all Downtown housing is safe for occupancy.

Ordinances

- **Codes**

Adopt more flexible codes regarding Downtown's older structures.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

City Actions (Continued)

Ordinances (Continued)

- **Zoning Ordinance**

Review the zoning ordinance to ensure that it is compatible with the uses recommended for Downtown in the **Development Framework**. And, if not compatible, revise the zoning ordinance to reflect the uses recommended for Downtown's Arts & Entertainment District and Office & Institutional District.

- **Applications and Reviews**

Review all City application and review processes to ensure that they are easy for quality investors to navigate.

Downtown Shawnee, Inc., Actions

Business Retention

- **One-On-One Consultations**

Conduct one-on-one counseling sessions, as per recommendations of **Action Agenda**.

- **Windows**

Work with and encourage business owners to ensure that every first floor business in Downtown -- regardless of the type of business -- maintains windows that are an asset to Downtown and its visual appeal.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

Downtown Shawnee, Inc., Actions (Continued)

Business Retention (Continued)

- **Restrooms**

Work with and encourage Downtown business owners to make their restrooms available to the public.

- **Competitive Edge**

Work with and encourage Downtown's businesses to establish a competitive edge in the marketplace, consistent with recommendations of the **Action Agenda**.

Business Recruitment

Conduct business recruitment effort in accordance with recommendations of **Action Agenda**.

Real Estate Development

- **One-On-One Consultations**

Conduct one-on-one private consultation sessions with Downtown property owners.

- **New Owners**

Encourage owners not willing to make needed improvements -- or to tenant their properties appropriately -- to sell their properties. And, assist owners in finding buyers who will be assets to Downtown and the community.

Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

Downtown Shawnee, Inc., Actions (Continued)

Real Estate Development (Continued)

- **Local Investment Partnerships**

Encourage and support, as deemed possible and appropriate, the formation of local investment partnerships to buy and renovate Downtown buildings -- and open businesses if deemed appropriate.

Investor Incentives

- **Lender Consortium**

Form a "Lender Consortium" to discuss the lending needs of Downtown businesses and property owners. Based on the findings of this discussion, and based on the findings and recommendations of the **Action Agenda**, lenders design and deliver, as appropriate, additional lending products designed to induce a higher level of investment in Downtown buildings and businesses.

- **Facade and Housing Grants**

Establish and offer matching facade grants and leveraged housing grants for a limited time, as per recommendations of **Action Agenda**.

- **Demonstration Project**

Using the facade study, design guidelines, and investor incentives, identify and implement a Downtown "demonstration building project."



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

Downtown Shawnee, Inc., Actions (Continued)

Marketing

- **Special Events**

Enhance special events consistent with recommendations of *Action Agenda*.

- **Web Sites**

Use Web site (www.downtownshawnee.com) to market Downtown, overall, as a not-to-be-missed destination.

- **Media Relations**

Broaden media coverage obtained for Downtown Shawnee by:

- Conducting an all-out effort to create a unique image for Downtown by getting stories placed with media;
- Targeting all print and electronic media from throughout the South-east Oklahoma region;
- Identifying a contact person at each media source; and
- Sending those contact persons story ideas -- and stories -- about Downtown and the enhancement effort, on a continual basis.

- **Downtown Brochure/Directory**

Produce a "lure brochure" for Downtown Shawnee.



Implementation Sequence Shawnee Downtown Action Agenda 2000 (Continued)

Downtown Shawnee, Inc., Actions (Continued)

Marketing (Continued)

- ***Newsletter***

Consider:

- Publishing the newsletter on a monthly basis;
- Including an update on the enhancement effort in each issue;
- Including a discussion of "what's coming next," in terms of enhancement initiatives, in each issue; and
- Devoting more space in each issue to "Downtown news" than to ads.

- ***Joint Ads***

As the Arts & Entertainment District is created, encourage businesses in that district to participate in joint Downtown ads.

- ***Markets***

Pitch Downtown through the wide distribution of the Downtown brochure/directory, joint ads, use of the Web site, etc., to the markets recommended in the ***Action Agenda***.



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Appendix

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THE RETAIL REPORT®

**Downtown Shawnee
Primary Retail Trade Area**



1600 Prince Street • Suite 110
Alexandria, Virginia 22314

Phone 703 683 5126
Fax 703 836 5887



THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Shawnee, Oklahoma. This document presents information concerning the characteristics of the Downtown Shawnee primary retail trade area. The report was prepared in 2000 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Shawnee primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Shawnee primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Shawnee primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Shawnee primary retail trade area.

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**DEMOGRAPHIC AND
SOCIO-ECONOMIC
CHARACTERISTICS**

Demographic and Income Forecast

Downtown Shawnee, OK
Primary Retail Trade Area

Site Type:

Geographic area

Snapshot	1990 Census	1999 Update	2004 Forecast
Population	58,760	62,740	65,162
Households	21,796	23,316	24,287
Families	16,013	16,689	17,121
Average Household Size	2.60	2.60	2.59
Owner-occupied HHs	16,105	17,354	18,123
Renter-occupied HHs	5,691	5,962	6,164
Median Household Income	\$21,914	\$29,614	\$37,073
Average Household Income	\$27,504	\$37,363	\$48,524
Per Capita Income	\$10,391	\$14,078	\$18,289
Median Age	33.4	36.0	37.4

Annual Percent Change for 1999-2004

Trends	Area	State	National
Population	0.76%	0.72%	0.91%
Households	0.82%	0.77%	1.09%
Families	0.51%	0.44%	0.83%
Owner HHs	0.87%	0.80%	1.44%
Per Capita Income	5.37%	4.28%	4.87%

Households by Income	1990 Census		1999 Update		2004 Forecast	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	7,712	35%	5,721	25%	4,184	17%
\$15,000 - \$24,999	4,479	20%	4,040	17%	3,327	14%
\$25,000 - \$34,999	3,673	17%	3,974	17%	3,833	16%
\$35,000 - \$49,999	3,177	15%	4,120	18%	4,550	19%
\$50,000 - \$74,999	2,067	9%	3,455	15%	4,613	19%
\$75,000 - \$99,999	519	2%	1,239	5%	2,082	9%
\$100,000 - \$149,999	128	1%	555	2%	1,267	5%
\$150,000+	135	1%	212	1%	431	2%

Population by Age

Age Group	1990 Census	1999 Update	2004 Forecast
< 5	3,950	3,871	3,800
5 - 14	9,140	9,026	9,074
15 - 19	5,056	5,908	6,121
20 - 24	4,185	4,696	5,138
25 - 34	8,425	7,035	6,654
35 - 44	8,030	8,768	8,276
45 - 64	11,518	14,615	16,932
65 - 74	4,447	4,490	4,460
75 - 84	2,990	2,992	3,154
85+	1,019	1,339	1,553

Race and Ethnicity

Race/Ethnicity	1990 Census	1999 Update	2004 Forecast
White	49,931	53,536	55,733
Black	1,326	1,500	1,592
Asian/Pacific Islander	337	442	491
Other Races	7,166	7,262	7,346
Hispanic (Any Race)	990	1,416	1,700

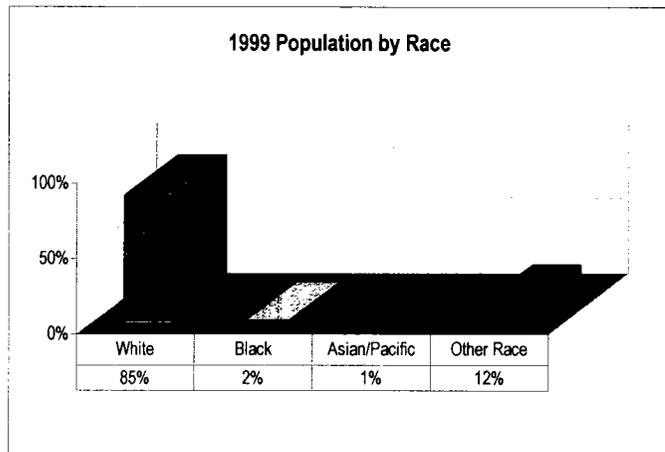
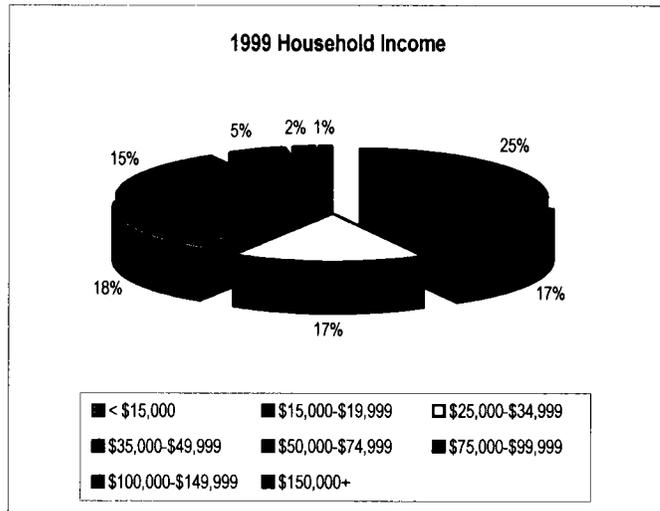
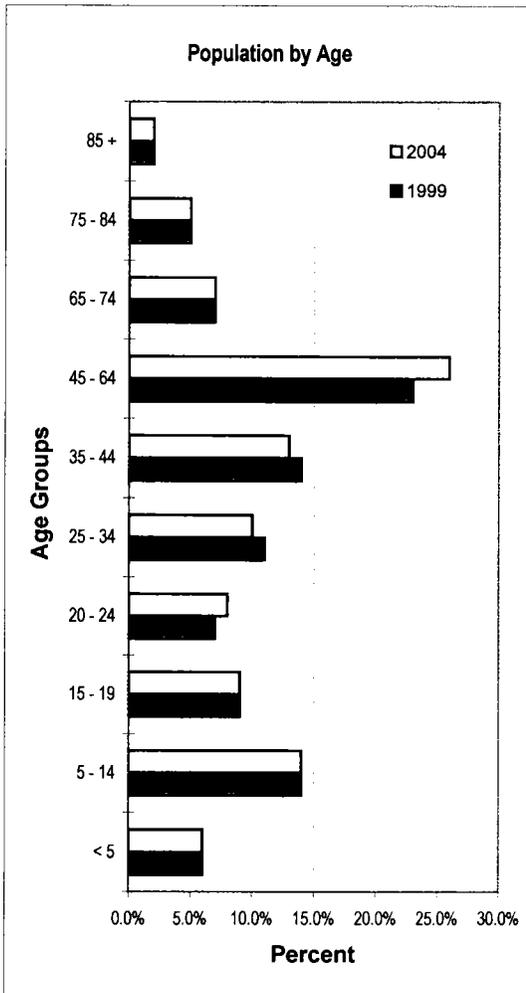
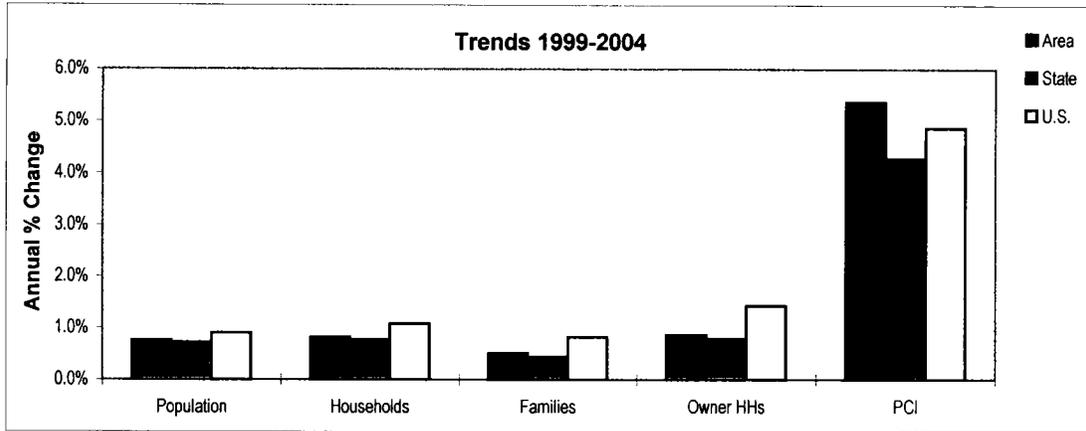
Sources: 1990 Census of Population and Housing; CACI Forecasts for 1999/2004. Income is expressed in current dollars.

Demographic and Income Forecast

**Downtown Shawnee, OK
Primary Retail Trade Area**

Site Type:

Geographic area



HyettPalma

PRODUCT DEMAND BY INCOME GROUP

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND BY INCOME GROUP

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	7,424	42,472,704
\$15000-24999	4,040	9,676	39,091,040
\$25000-34999	3,974	11,712	46,543,488
\$35000-49999	4,120	14,053	57,898,360
> \$50000	5,461	21,782	118,951,502
TOTAL DEMAND FOR PRODUCT			= \$304,957,094

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, playground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

**PRODUCT DEMAND
BY PRODUCT TYPE**

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE

PRODUCT	DEMAND
Food At Home	81,614,870
Food Away From Home	50,020,775
Alcoholic Beverages	8,596,140
Household Textiles	3,072,935
Furniture	8,641,750
Floor Coverings	3,573,463
Major Appliances	4,269,708
Small Appliances & Miscellaneous Housewares	2,513,491
Miscellaneous Household Equipment	17,472,205
Men's Apparel -- 16 and Over	8,778,563
Boy's Apparel -- 2 to 15	2,068,622
Women's Apparel -- 16 and Over	15,205,299
Girl's Apparel -- 2 to 15	2,542,180
Children's Apparel -- Under 2	2,973,471
Footwear	7,459,935
Other Apparel Services & Products	9,585,782
Prescription Drugs & Medical Supplies	11,318,216
Entertainment Fees & Admissions	11,575,281
Televisions, Radios & Sound Equipment	13,449,031
Pets, Toys & Playground Equipment	8,939,260
Other Entertainment Supplies & Services	9,988,794
Personal Care Products & Services	10,385,374
Reading	4,032,965
Tobacco Products & Smoking Supplies	6,878,984
TOTAL DEMAND BY PRODUCT TYPE	= \$304,957,094

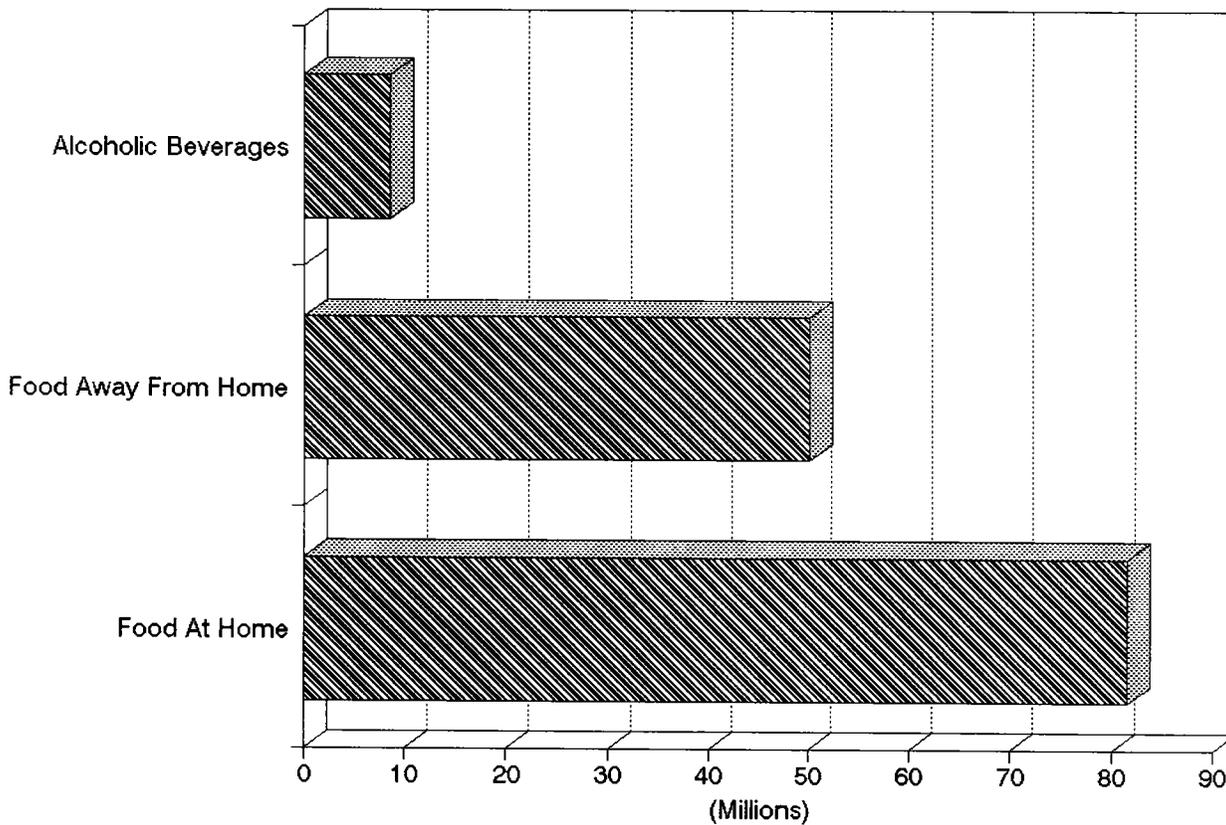
SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

HyettPalma

DEMAND FOR FOOD PRODUCTS

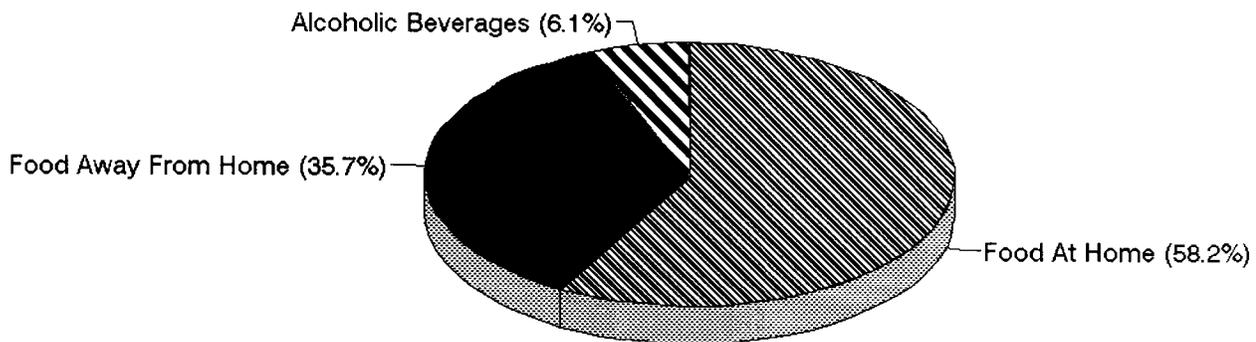
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	2,339	13,381,419
\$15000-24999	4,040	2,917	11,784,680
\$25000-34999	3,974	3,311	13,157,914
\$35000-49999	4,120	3,778	15,565,360
> \$50000	5,461	5,077	27,725,497

TOTAL DEMAND FOR PRODUCT = \$81,614,870

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	1,062	6,075,702
\$15000-24999	4,040	1,483	5,991,320
\$25000-34999	3,974	1,867	7,419,458
\$35000-49999	4,120	2,328	9,591,360
> \$50000	5,461	3,835	20,942,935

TOTAL DEMAND FOR PRODUCT = \$50,020,775

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	201	1,149,921
\$15000-24999	4,040	251	1,014,040
\$25000-34999	3,974	302	1,200,148
\$35000-49999	4,120	354	1,458,480
> \$50000	5,461	691	3,773,551

TOTAL DEMAND FOR PRODUCT = \$8,596,140

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

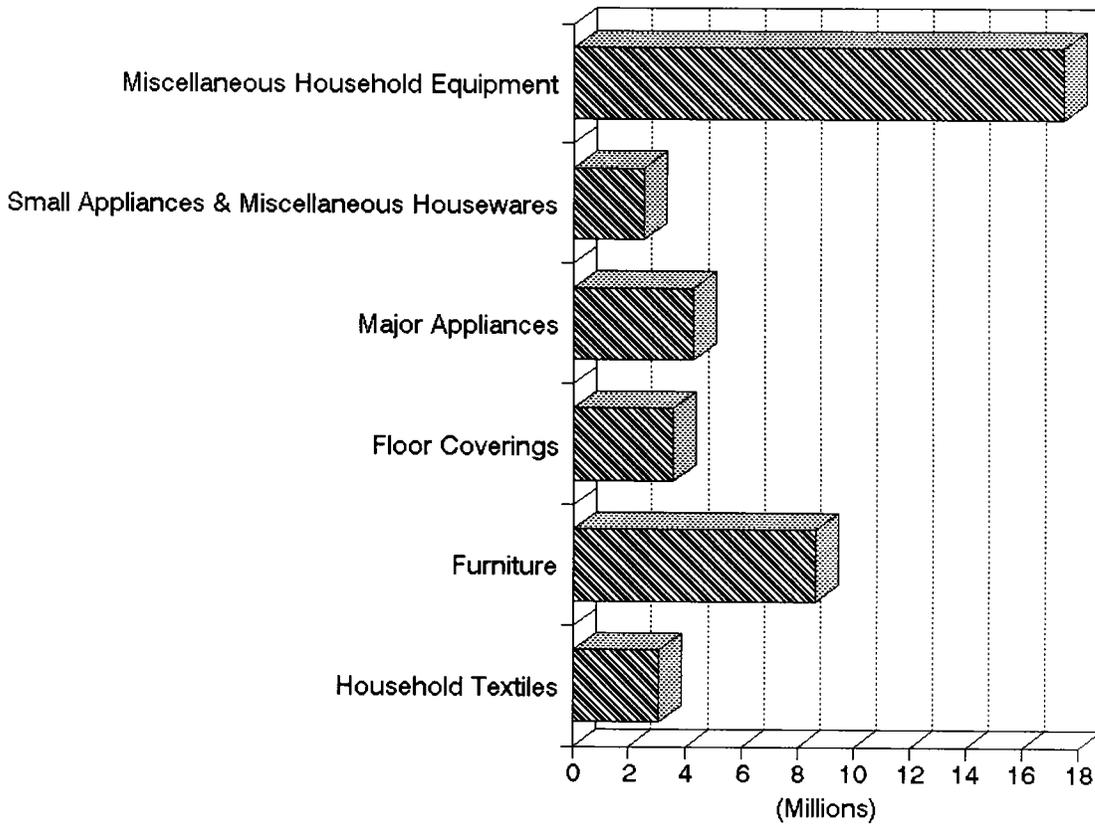
DEFINITION OF PRODUCT:

All alcoholic beverages.

HyettPalma

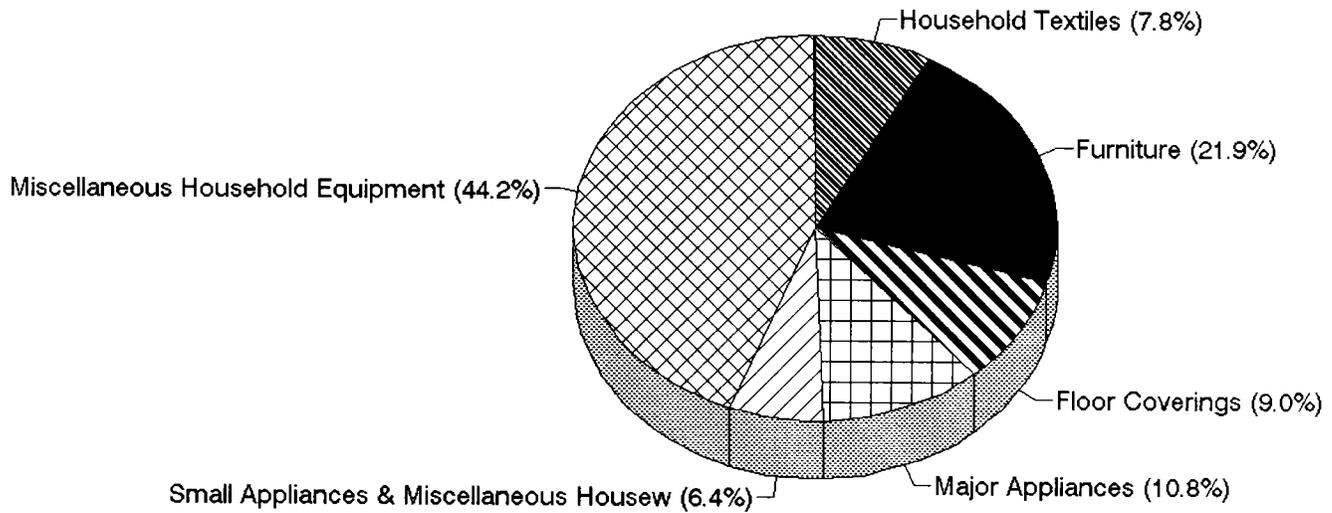
DEMAND FOR HOME PRODUCTS

HOME PRODUCTS \$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR



HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	82	469,122
\$15000-24999	4,040	89	359,560
\$25000-34999	3,974	101	401,374
\$35000-49999	4,120	104	428,480
> \$50000	5,461	259	1,414,399
TOTAL DEMAND FOR PRODUCT =			\$3,072,935

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	130	743,730
\$15000-24999	4,040	269	1,086,760
\$25000-34999	3,974	341	1,355,134
\$35000-49999	4,120	362	1,491,440
> \$50000	5,461	726	3,964,686

TOTAL DEMAND FOR PRODUCT = \$8,641,750

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	90	514,890
\$15000-24999	4,040	109	440,360
\$25000-34999	3,974	139	552,386
\$35000-49999	4,120	121	498,520
> \$50000	5,461	287	1,567,307
TOTAL DEMAND FOR PRODUCT =			\$3,573,463

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	111	635,031
\$15000-24999	4,040	141	569,640
\$25000-34999	3,974	184	731,216
\$35000-49999	4,120	194	799,280
> \$50000	5,461	281	1,534,541
TOTAL DEMAND FOR PRODUCT =			\$4,269,708

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	45	257,445
\$15000-24999	4,040	74	298,960
\$25000-34999	3,974	94	373,556
\$35000-49999	4,120	106	436,720
> \$50000	5,461	210	1,146,810

TOTAL DEMAND FOR PRODUCT = \$2,513,491

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	309	1,767,789
\$15000-24999	4,040	480	1,939,200
\$25000-34999	3,974	630	2,503,620
\$35000-49999	4,120	830	3,419,600
> \$50000	5,461	1,436	7,841,996
TOTAL DEMAND FOR PRODUCT			= \$17,472,205

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

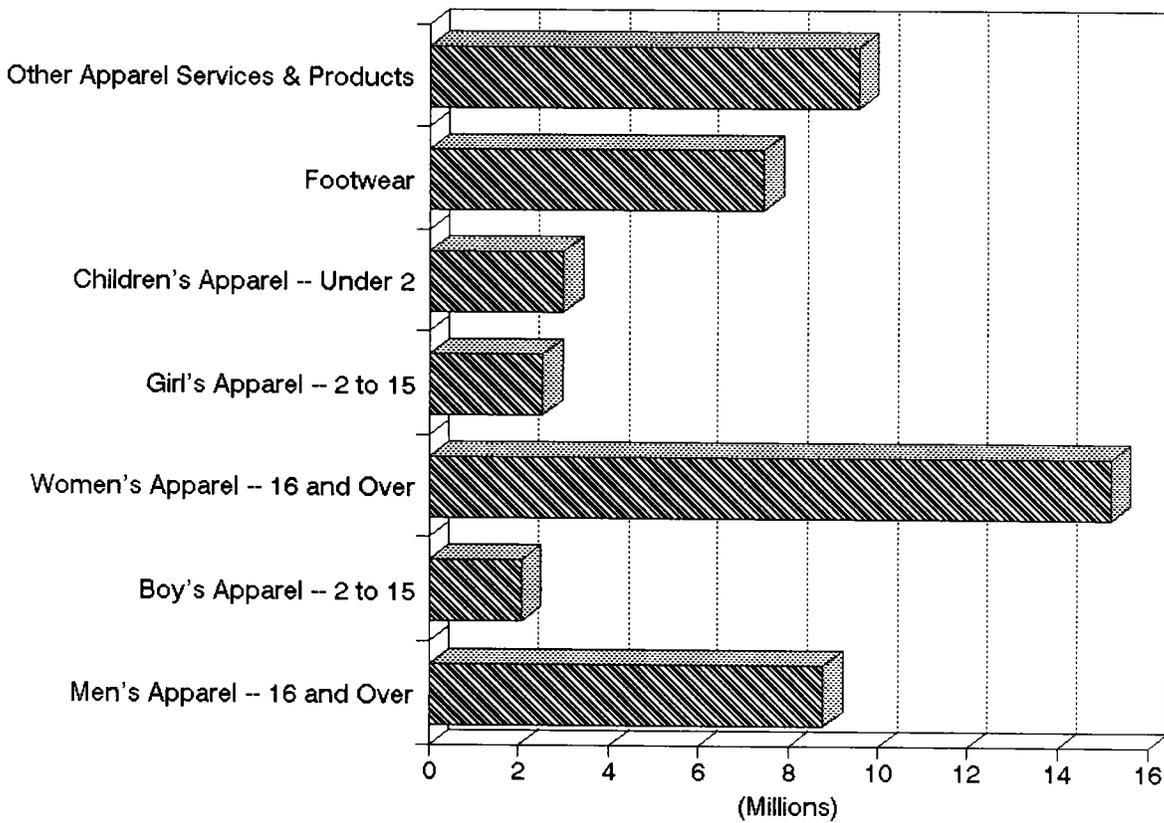
DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

HyettPalma

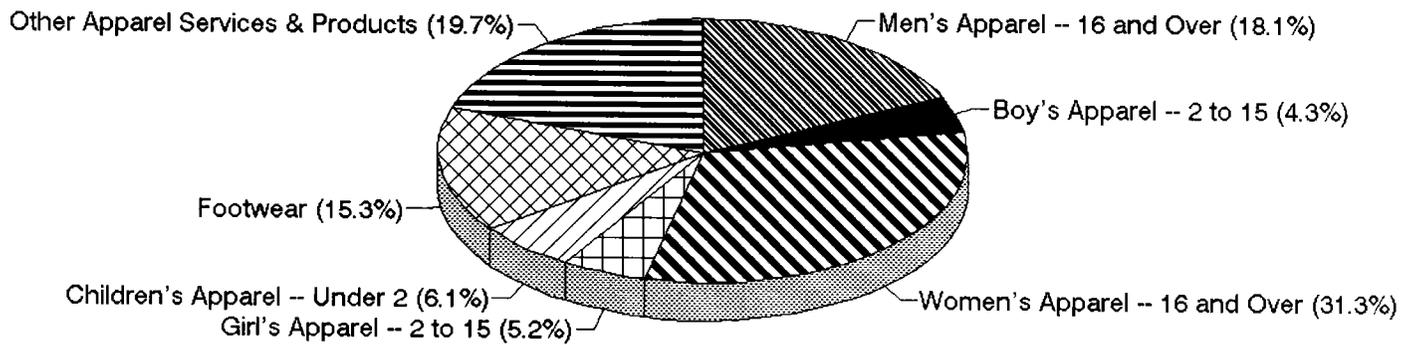
DEMAND FOR APPAREL PRODUCTS

APPAREL PRODUCTS \$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	140	800,940
\$15000-24999	4,040	232	937,280
\$25000-34999	3,974	322	1,279,628
\$35000-49999	4,120	424	1,746,880
> \$50000	5,461	735	4,013,835

TOTAL DEMAND FOR PRODUCT = \$8,778,563

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	39	223,119
\$15000-24999	4,040	73	294,920
\$25000-34999	3,974	90	357,660
\$35000-49999	4,120	100	412,000
> \$50000	5,461	143	780,923
TOTAL DEMAND FOR PRODUCT =			\$2,068,622

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	404	2,311,284
\$15000-24999	4,040	402	1,624,080
\$25000-34999	3,974	585	2,324,790
\$35000-49999	4,120	733	3,019,960
> \$50000	5,461	1,085	5,925,185

TOTAL DEMAND FOR PRODUCT = \$15,205,299

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	54	308,934
\$15000-24999	4,040	92	371,680
\$25000-34999	3,974	96	381,504
\$35000-49999	4,120	118	486,160
> \$50000	5,461	182	993,902

TOTAL DEMAND FOR PRODUCT = \$2,542,180

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	88	503,448
\$15000-24999	4,040	85	343,400
\$25000-34999	3,974	145	576,230
\$35000-49999	4,120	147	605,640
> \$50000	5,461	173	944,753

TOTAL DEMAND FOR PRODUCT = \$2,973,471

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	159	909,639
\$15000-24999	4,040	257	1,038,280
\$25000-34999	3,974	334	1,327,316
\$35000-49999	4,120	459	1,891,080
> \$50000	5,461	420	2,293,620

TOTAL DEMAND FOR PRODUCT = \$7,459,935

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special foot-
wear used for sports such as bowling or golf shoes.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	257	1,470,297
\$15000-24999	4,040	272	1,098,880
\$25000-34999	3,974	356	1,414,744
\$35000-49999	4,120	404	1,664,480
> \$50000	5,461	721	3,937,381

TOTAL DEMAND FOR PRODUCT	=	\$9,585,782
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SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

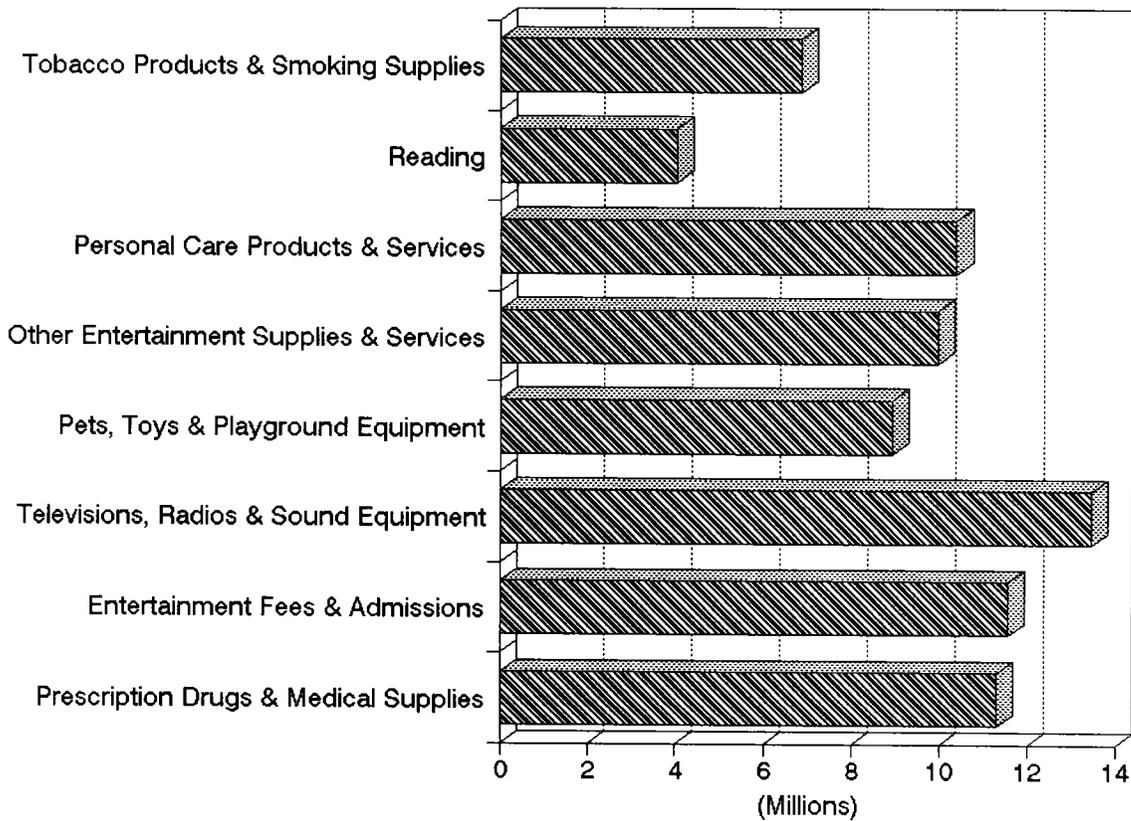
DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

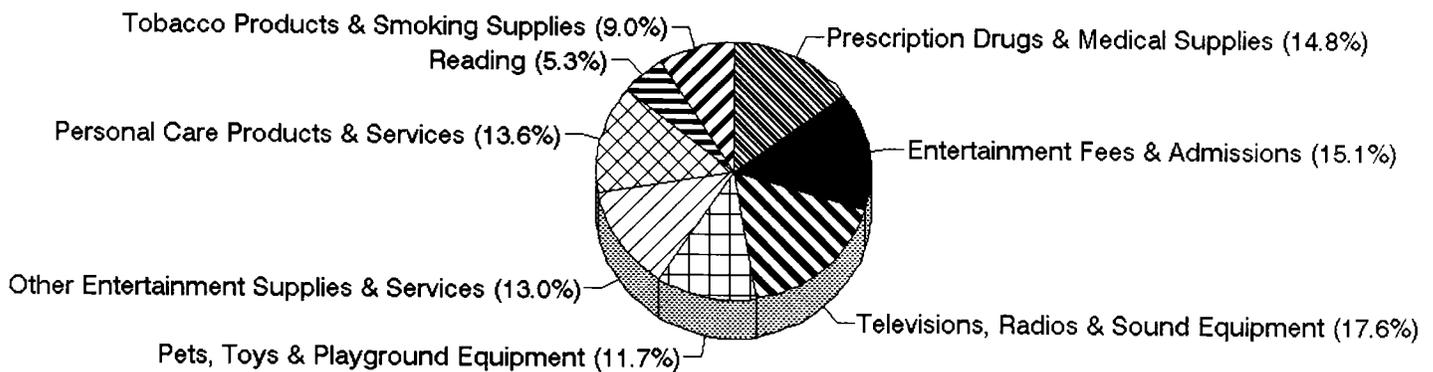
HyettPalma

DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	360	2,059,560
\$15000-24999	4,040	570	2,302,800
\$25000-34999	3,974	470	1,867,780
\$35000-49999	4,120	498	2,051,760
> \$50000	5,461	556	3,036,316
TOTAL DEMAND FOR PRODUCT			= \$11,318,216

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	204	1,167,084
\$15000-24999	4,040	268	1,082,720
\$25000-34999	3,974	358	1,422,692
\$35000-49999	4,120	480	1,977,600
> \$50000	5,461	1,085	5,925,185

TOTAL DEMAND FOR PRODUCT = \$11,575,281

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	321	1,836,441
\$15000-24999	4,040	444	1,793,760
\$25000-34999	3,974	550	2,185,700
\$35000-49999	4,120	620	2,554,400
> \$50000	5,461	930	5,078,730

TOTAL DEMAND FOR PRODUCT = \$13,449,031

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware
and cartridges, radios, phonographs and components, records
and tapes, musical instruments, and rental of the same
equipment.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	164	938,244
\$15000-24999	4,040	283	1,143,320
\$25000-34999	3,974	340	1,351,160
\$35000-49999	4,120	414	1,705,680
> \$50000	5,461	696	3,800,856

TOTAL DEMAND FOR PRODUCT = \$8,939,260

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	210	1,201,410
\$15000-24999	4,040	170	686,800
\$25000-34999	3,974	241	957,734
\$35000-49999	4,120	501	2,064,120
> \$50000	5,461	930	5,078,730

TOTAL DEMAND FOR PRODUCT = \$9,988,794

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping
equipment, sporting goods, and photographic equipment and
supplies.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	321	1,836,441
\$15000-24999	4,040	302	1,220,080
\$25000-34999	3,974	383	1,522,042
\$35000-49999	4,120	467	1,924,040
> \$50000	5,461	711	3,882,771

TOTAL DEMAND FOR PRODUCT = \$10,385,374

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products,
cosmetics, and electric personal care appliances.

HyettPalma

DOWNTOWN SHAWNEE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	97	554,937
\$15000-24999	4,040	132	533,280
\$25000-34999	3,974	158	627,892
\$35000-49999	4,120	170	700,400
> \$50000	5,461	296	1,616,456
TOTAL DEMAND FOR PRODUCT =			\$4,032,965

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



DOWNTOWN SHAWNEE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,721	237	1,355,877
\$15000-24999	4,040	281	1,135,240
\$25000-34999	3,974	315	1,251,810
\$35000-49999	4,120	341	1,404,920
> \$50000	5,461	317	1,731,137

TOTAL DEMAND FOR PRODUCT = \$6,878,984

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.



The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2000.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.



To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.

HyettPalma